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NAVY LEADER DEVELOPMENT PROGRAM (NAVLEAD)

COMMAND MASTER CHIEF COURSE

NAVEDTRA 38204

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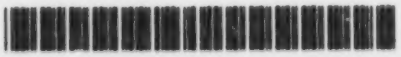

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Although the words "he," "him," and "his" are used sparingly in this manual to enhance communication, they are not intended to be gender driven nor to affront or discriminate against anyone reading this text.

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Naval Education And Training Program Management Support Activity

NAVY LEADER DEVELOPMENT PROGRAM (NAVLEAD)

COMMAND MASTER CHIEF COURSE

STUDENT'S SOURCE BOOK

NAVEDTRA 38204

Written by
AVCM(AW) Herman T. (Red) Brumbley
1st Edition
1990

PREFACE

This *Command Master Chief Course* Student's Source Book is written for newly assigned command master chiefs. It is not a "stand alone" text. Command master chiefs must use it while attending the 4-day Command Master Chief Seminar. Throughout this text the title *command master chief* (*CM/C*) will refer to all command master chiefs, command senior chiefs, and command chiefs.

This is your Source Book. Use it. Take notes on the space provided on each page. List local references and points of contact. Make this Source Book part of your existing files and references.

This Student's Source Book was prepared by the Naval Education and Training Program Management Support Activity (NETPMSA), Pensacola, Florida, for the Chief of Naval Operations.

Special Credit is given to AVCM(AW) D. R. Bushey, USN, MCPON; MMCM(SS) Jerry Rose, USN; MMCM(SS) Larry Warthen, USN; ETCM Daryl Johnson, USN; DPCM Garfield Anderson, USNR; AKCS(AW) Edward Kyle, USN; YNC Ronnie McElroy, USNR; and the members of the Military Leadership and Basic Training Branch of NETPMSA for development of this Source Book.

Your suggestions and comments concerning this Source Book are invited. A comment sheet is included in the back of this text.

1990 Edition

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THE UNITED STATES NAVY

GUARDIAN OF OUR COUNTRY

The United States Navy is responsible for maintaining control of the sea and is a ready force on watch at home and overseas, capable of strong action to preserve the peace or of instant offensive action to win in war.

It is upon the maintenance of this control that our country's glorious future depends; the United States Navy exists to make it so.

WE SERVE WITH HONOR

Tradition, valor, and victory are the Navy's heritage from the past. To these may be added dedication, discipline, and vigilance as the watchwords of the present and the future.

At home or on distant stations we serve with pride, confident in the respect of our country, our shipmates, and our families.

Our responsibilities sober us; our adversities strengthen us.

Service to God and Country is our special privilege. We serve with honor.

THE FUTURE OF THE NAVY

The Navy will always employ new weapons, new techniques, and greater power to protect and defend the United States on the sea, under the sea, and in the air.

Now and in the future, control of the sea gives the United States her greatest advantage for the maintenance of peace and for victory in war.

Mobility, surprise, dispersal, and offensive power are the keynotes of the new Navy. The roots of the Navy lie in a strong belief in the future, in continued dedication to our tasks, and in reflection on our heritage from the past.

Never have our opportunities and our responsibilities been greater.

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FROM THE MASTER CHIEF PETTY OFFICER OF THE NAVY

You work hard and do the best you can at any job given, and suddenly you find yourself the senior enlisted person in the command. Your success and promotions have been based mostly on performance in a rating skill. As you progress up the ladder of responsibility, you find yourself moving away from rating technical skills and into the most technical skill of all— leading people.

As the senior enlisted person in a command, with added responsibility as command master chief, command senior chief, or command chief, you will suddenly find yourself in a new arena. You work directly for the commanding officer but also have a strong tie to the executive officer. You must enforce and strengthen the chain of command. To do this, you must work closely with, and gain the trust of, department heads and division officers. You must set the example for and lead the chiefs' mess. You must seek out, listen to, and respect your chiefs' inputs but never give up your responsibility as the leader.

Your focus must be much broader now; family care, community image, and world events are now in your line of vision. All programs that have anything to do with Navy people must be in your library of knowledge. The buck stops on your desk. You can't have the answers for everything, but you must know where to find them.

As command master chief, more than ever, you must be a jack-of-all-trades. You must be responsible for starting programs or fixing them, but you should never take ownership. Pass a good program to someone else to run. Your primary focus is care of people, which must include training. Your knowledge must be shared. Always train several others to fill your shoes.

The design of this course is to help you focus on a new mission. Teaching it locally helps set up a network and file for you to get and record information. The course is just an outline of your future duties; you must write the text.

You should have accepted this job for the following reasons: to do the best you can for your people; to support the chain of command; to support a CPO community that leads by example and makes the impossible look easy; and to support your CO and XO by always being truthful—you must say what you have to say, and time it so that it is acceptable.

Battle "E's," Golden Anchor awards, sailor of the year recognitions, plus high rates of promotion in the command are the results of your contributions. You receive your reward when a Seaman, Airman, or Fireman points to you and says "That's my command master chief; he or she cares and makes a difference." Good Luck.

A 1-hour conversation with an outstanding command master chief is worth several days of research.

—AVCM(AW) D. R. Bushey
MCPON

CHAPTER 1

INTRODUCTION TO THE CM/C PROGRAM

Today's Navy, with its modern ships and aircraft, requires highly trained and motivated sailors to operate and maintain its complex weapons. These individuals are our most important asset and must be retained in the service to perform these tasks.

How can we encourage these young men and women to continue their naval career? We must assist them in adjusting to the Navy way of life and encourage them to improve their education and job skills. We must also assist them in dealing with the pressures and problems placed on them in today's society. A strong successful company or corporation cares for its employees. A strong Navy must care for its sailors to ensure a strong Navy in the future.

This source book is designed to assist you, the command master chief, during your tour of duty. It will provide guidance, references, and resources covering many of your duties and responsibilities. This chapter is dedicated to introducing you to the Command Master Chief (CM/C) Program by discussing its history and defining your duties and responsibilities.

HISTORY OF THE CM/C PROGRAM

Today's Fleet, Force, and Command Master Chief Program has grown into a well-established and strongly supported program. This program deals with every program and policy affecting the Navy's enlisted personnel and their families.

ORIGIN

The Senior Enlisted Advisor (SEA) Program laid the foundation for today's CM/C Program. The SEA Program resulted from a 1966 Secretary of the Navy retention task force study that received thousands of suggestions from enlisted personnel. These personnel expressed concern over the lack of a direct link between the Navy Department and the individual sailor. As a result of these suggestions, the Chief of Naval Personnel appointed Master Chief Gunner's Mate Delbert D. Black as the Navy's first senior enlisted advisor in January 1967. His title was changed to master chief petty officer of the Navy (MCPON) in April 1967. Master Chief Black's primary responsibility was being the Bureau of Naval Personnel's right-hand enlisted man in solving enlisted retention problems. In doing so, he served as the enlisted personnel's direct line of communication to the Chief of Naval Personnel. He reviewed proposed policy changes received from fleet enlisted personnel and forwarded them to the Chief of Naval Personnel with his own suggestions.

Seeing a need for better enlisted representation, Master Chief Black took steps to establish the Chief of Naval Operation's Chief Petty Officer (CNO CPO) Advisory Board. Establishment of this board demonstrated the CNO's recognition of senior enlisted personnel and the value of their knowledge and judgment in the Navy.

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With the development of the CNO CPO Advisory Board, lines of communication were established among the senior enlisted. The board members consisted of senior enlisted advisers from Navy commands worldwide. The members soon discovered that many of the feelings and problems experienced at a specific command weren't indigenous to that command. These same feelings and problems were experienced Navywide.

1971 - PRESENT

A more concrete program was set up in 1971 at the suggestion of the CNO CPO Board, then chaired by MCPON John D. Whittet. The idea of a master chief petty officer of the fleet/force (MCPOF) and a master chief petty officer of the command (MCPOC) became a reality. This program was a system of enlisted representation in which MCPOFs and MCPOCs were full-time duties. This represented a dramatic change in the attitudes of the Navy toward enlisted personnel at all levels of command. During MCPON Whittet's tenure, the office of the MCPON gained increased status. The MCPON became primary enlisted advisor to the CNO in addition to the Chief of Naval Personnel. The MCPON is presently assigned to the immediate office of the CNO as OP-00A and to the Deputy Chief of Naval Operations (Manpower and Training)/ Chief of Naval Personnel as OP-01D.

The MCPOF/MCPOC Program underwent constant revision throughout Master Chief Walker's tour. The titles were changed to their present form (fleet/force/command master chief), and a greater emphasis was placed on the functions of the senior enlisted. Consistent with this, the CNO CPO Advisory Board was expanded and its name was changed to the CNO MCPO Advisory Panel.

During MCPON Thomas S. Crow's tour, a new fleet master chief billet and two more force master chief billets were added.

Today every enlisted man and woman in the Navy is represented by a force master chief and a fleet master chief. They ensure the concerns and recommendations of enlisted personnel are forwarded to the master chief petty officer of the Navy (MCPON).

DUTIES AND RESPONSIBILITIES OF THE CM/C

The command master chief (CM/C) is the senior enlisted adviser to the commander/ commanding officer (CO) for all matters relating to enlisted policy. The CM/C works with the executive officer, chief of staff, or deputy chief of staff in communicating and carrying out command policy. The CM/C must function as an integral part of the chain of command. OPNAVINST 1306.2 broadly outlines the authority and responsibilities of the CM/C. Each commander/commanding officer determines the extent of the responsibilities and authority of the CM/C based on the needs of the command.

GENERAL DUTIES

OPNAVINST 1306.2 lists the following as the general duties of the CM/C:

- Maintain and promote effectiveness and efficiency of the chain of command
- Assist commander/commanding officer in all matters pertaining to welfare, health, job satisfaction, morale, utilization, and training of enlisted personnel to promote traditional standards of good order and discipline
- Help the CO/XO to establish a positive command climate that is based on personal respect for all members regardless of race, color, religion, gender, age, or national origin within constraints of the law.
- Advise commander/commanding officer on formulation and implementation of changes in policy pertaining to enlisted personnel

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- Attend meetings as directed by commander/commanding officer to keep apprised of current issues and provide a representative enlisted input
- Participate in ceremonies honoring command members including all reenlistment ceremonies
- When appropriate, represent commander/commanding officer at or accompany commander/commanding officer to official functions, inspections, and conferences
- Participate in receptions and hosting of official visitors to the command
- Upon invitation, and as approved by the commander/commanding officer, represent the command and the Navy at community and civic functions
- Participate in, coordinate, or monitor the following:
  - — Command Orientation/Indoctrination Division
  - — CPO/PO indoctrination courses
  - — Enlisted warfare qualifications
  - — Professional Development Board
  - — Command retention team
  - — Awards Board considering enlisted personnel
  - — Sailor of the Month/Quarter/Year Selection Boards
  - — Human Resources Management Program
  - — Family services programs; for example, the Ombudsman Program and Family Service Centers
  - — Bachelor enlisted quarters (BEQ) program
  - — Habitability afloat program
  - — Commissary and Navy Exchange Advisory Boards (ashore)
  - — General Mess and Ship's Store Advisory Boards (afloat)
  - — Humanitarian Reassignment/Hardship Discharge Screening Boards
  - — Command Examining Boards
  - — Recreation Advisory Boards
  - — CPO initiations
  - — Command Sponsor Program

SKILLS OF THE CM/C

In 1982 the McBer Company conducted a needs assessment for the Navy. It identified the following skills as those required of command master chiefs in the performance of their duties. This list of skills should help you understand more fully the scope of your responsibilities.

- "Sell" oneself to the enlisted personnel in the command and gain their confidence. Be accessible and available. Go into work spaces and spend time talking to command members.
- Act as a role model for enlisted personnel; in particular, be a role model to the chief petty officers.
- Stimulate problem solving within the chief petty officers' mess. Accomplish this by using the strengths of the individual members and promoting interaction between them.

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- Assess both real and perceived problems.
- Take action to resolve problems at the lowest possible level in the chain of command.
- Communicate with many different individuals by telephone.
- Organize and assist in effective communication up and down the chain of command, within the command, and between commands.
- Stay informed about Navy systems, programs, policies, regulations, and so forth, in order to respond to matters related to the enlisted community.
- Communicate concerns of the enlisted members to the commander, commanding officer, and/or executive officer.
- Participate in officer meetings.
- Interact with the commanding officer, commander, and/or executive officer to influence command policy and to provide statements of impact of command policies on enlisted members.
- Act as a sounding board for the CO/XO on the attitudes and behavior of personnel in the command.
- Monitor activities within the command to improve command functions and recommend elimination of those ineffective activities. Seek to improve conditions for new personnel.
- Communicate, clarify, and explain command policies to enlisted personnel.
- Be knowledgeable about Navy traditions and ceremonies.
- Counsel individual command members to help in resolving problems and concerns.
- Prepare written communications.
- Communicate with, arbitrate for, and otherwise assist the families of enlisted personnel and those important to them.
- Provide training on the roles and responsibilities of officers, chief petty officers, and petty officers.
- Attend geographic area meetings of command master chiefs to discuss areas of mutual interest and concern, policies, and issues.
- Represent the commanding/executive officers at functions when so requested.
- Plan and organize social events.
- Participate in the enlisted evaluation process.
- Monitor enlisted evaluations to ensure punctuality of submission, completeness, consistency, and accuracy.
- Confer with CO/XO about the scope and details of your job.
- Play a key role in indoctrinating new command members.
- Participate actively in designated boards, counsels, functions, and so on.
- "Sell" reenlistment (as a member of the command retention team).

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RELATIONSHIP WITH COMMANDING OFFICER

As CM/C you must establish a relationship of trust and respect with your commander/ commanding officer. You are a vital link between the commanding officer and the enlisted ranks. You are also the buffer between the commanding officer and the troops. Remember the commanding officer needs honest, well-thought-out recommendations and feedback. The CO is relying on your many years of naval experience and vast knowledge of Navy programs and policies to keep him or her straight. You will assist in formulating and carrying out policies concerning your troops' morale, welfare, job satisfaction, discipline, utilization, and training. Don't take this responsibility lightly. You are there for the enlisted members of your command.

LEADERSHIP IN THE CHIEFS' RANKS

You as CM/C will be looked upon in the chiefs' quarters for guidance and information. Your attitudes on everything, from military courtesy to safety to equal opportunity, will be emulated by enlisted members of the command, so ensure you know and fully support Navy policies and programs. You must interact with your fellow chiefs by providing them information, exchanging ideas with them, and setting a good example. You will need to have an understanding of the organization and operation of the chiefs' mess to answer questions. On many ships you will be the mess president and will preside over the mess.

Interaction Between Chiefs

The chiefs' quarters in your command should be a tight-knit team. The chiefs should talk to, coordinate with, and solicit inputs from each other. They should identify with the command's philosophy and goals, and they should treat each other with professional respect. A strong part of this cohesiveness results from the collective and conscious adoption of the goal of being the best and not settling for less.

If a chief is weak, the other chiefs should try to help that chief overcome weaknesses and ensure that the effectiveness of the command does not suffer. The chiefs should take time to listen to and help each other with personal problems. They should avoid ridicule and backbiting.

The chiefs' quarters should be a relaxed, amiable, and popular gathering place. Chiefs who often socialize with each other reflect the cohesiveness of the chiefs' quarters.

Cohesiveness and high morale among the chiefs are partly the result of a strong leader. You, the CM/C, should be that leader!

Develop a close association with your fellow chiefs, gaining their trust, loyalty, and mutual respect. To do this, be enthusiastic, encouraging, and supportive and set the example for them to follow. They must perceive you as a highly competent person who is fair, who will stand up for their interests and the interests of the crew, and who will listen with an open mind. If you establish this type of relationship with your fellow chiefs, your job will be much easier.

Organization of the Chief Petty Officers' Mess

The following information will give you a general understanding of the chief petty officers' mess so that you can answer questions from fellow chiefs about their mess. Remember the mess size, location, and operation vary from ship to ship because of the number of chiefs aboard and space availability.

OPERATION OF CHIEF PETTY OFFICERS' MESS AFLOAT.—The chief petty officers' mess is a benefit of your paygrade. Supply Corps instructions state separate messing for chiefs will be provided when space is available. When personnel of the other armed services visit or are attached to an afloat

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command, they receive the same privileges as naval personnel in the equivalent paygrade. Supply Corps instructions allow for 1 cook for every 75 mess members and 1 messman for each 15 mess members. For example, if your chief petty officers' mess has 76 members, you are allowed 2 cooks and 6 messmen.

Mess President.—The mess president is the chief petty officer, permanently attached to the command, who is most senior for the purpose of military authority. Normally this is the command master chief, command senior chief, or command chief. The mess president presides over the mess, maintains good order, and ensures compliance with all governing rules and regulations. This person sets the example for conduct and looks after the welfare of mess members. The president also approves the menu and ensures nutritious, well-balanced meals are served. When the mess president is absent, the next senior mess member serves as the acting mess president.

Mess Treasurer.—The mess treasurer is appointed by the commanding officer. Usually, the members elect the mess treasurer, and the commanding officer gives the final approval. The commanding officer also decides the mess treasurer's length of term in office. The mess treasurer is not permitted to have supply-, subsistence-, retail sales-, or disbursing-related duties as a regular job while serving.

Responsibilities and duties include keeping an account of expenditures and receipts of the mess so that the financial position of the mess can be determined at any time. The treasurer is also responsible for the efficient operation and management of the mess. The specific responsibilities and duties of the treasurer are as follows:

1. Supervises the overall administration, management, and operation of the mess.
2. Maintains accurate accounts and records of the mess.
3. Verifies receipts of stocks and merchandise.
4. Supervises the procurement, storage, and issue of all consumable provisions and supplies.
5. Prohibits the procurement of stores for the mess under an agreement whereby the supplier permits payment upon consumption.
6. Is responsible for the receipt, safekeeping, deposit, disbursement, and accountability of mess funds.
7. Prepares monthly financial statements of the mess.
8. Authorizes mess funds for authorized purchases only.
9. Authorizes in writing those individuals permitted to incur indebtedness in the name of the mess.
10. Posts a copy of the monthly financial operating statements in the mess area.
11. Ensures that all bills are paid before leaving port. (If any bills remain unpaid, the treasurer will notify the commanding officer of the number and amount of unpaid bills on the day the ship leaves port.)
12. Is responsible for the government property used in the mess.
13. Is responsible for the maintenance and repair of facilities and equipment.
14. After obtaining the concurrence of the mess president, approves the menu.
15. Supervises the preparation and serving of the food.
16. Plans well-balanced and nutritious meals.
17. Details the messmen and cooks assigned to the mess.
18. Is responsible for the training and qualification of assigned messmen and cooks.
19. Provides messmen and cooks assigned to the mess the same menu as chief petty

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officers' mess members. Ensures CPO messmen and cooks receive and eat their three meals a day in the chief petty officers' mess.

20. Is responsible for and supervises the cleanliness of the equipment and spaces assigned.
21. Reimburses the food service officer or disbursing officer for provisions purchased from the enlisted dining facility no later than the next payday following the end of the month in which the provisions were purchased.

Relief of the Mess Treasurer.—Relief of the mess treasurer may be either temporary or permanent. Temporary relief is when the mess treasurer will be absent for less than 30 days. The commanding officer appoints a temporary relief and prescribes which duties the temporary relief will fulfill during the absence of the mess treasurer.

A mess treasurer who is permanently relieved transfers all funds, merchandise, supplies, provisions, and equipment as determined by physical inventory to the relieving treasurer. All records, accounts, vouchers, and bank accounts, with a notation of all shortages, missing documents, or other deficiencies, are also transferred to the successor. When the turnover is complete, a statement to that effect is prepared in triplicate and signed jointly. The commanding officer receives the original, and each mess treasurer retains a copy.

Audit Board and Consolidated Audit Board.—A Chief Petty Officers' Mess Audit Board may be established, or the mess may be audited by the Consolidated Audit Board for all messes aboard ship. The use of a Consolidated Audit Board is encouraged whenever feasible. The Chief Petty Officers' Mess Audit Board will be conducted as stated in NAVSUP P-483, volume II, appendix F ("Local Audits of Messes Afloat").

Mess Members.—All personnel in paygrades E-7 through E-9 are members of the chief petty officers' mess. The only exception is when an individual is assigned for duty and is subsisting in another chief petty officers' mess.

Members of the chief petty officers' mess are responsible individually and collectively for their behavior in the chief petty officers' mess. You should be familiar with the contents and meet the standards of NAVSUP Publication 486, volume II.

Mess Funds.—Monthly mess bills are not permitted in the chief petty officers' messes afloat. Mess funds are generated by the commuting of each member's ration allowance to the mess (including that of messmen and cooks assigned to the mess). Members may be assessed a nominal amount monthly if necessary to provide additional food items or to make up for any items that the food allowance will not support.

Mess Shares.—The sale of mess shares and any form of rebates to mess members are prohibited. Chief petty officers' messes are prohibited from raising working capital to operate the mess through the sale of mess shares.

Use of Mess Funds.—Mess funds are appropriated funds designated as part of the Navy budget to provide subsistence to enlisted members. Title 31, U.S. Code, section 628, states that "except as otherwise provided by law, sums appropriated for the various branches of expenditure in the public service shall be applied solely to the objects for which they were respectively made, and for no others." The Comptroller of the Navy ruled that commuted ration allowances can be used for food items only.

Excess Mess Assets.—The maximum net worth of a chief petty officers' mess is one-half month's commuted rations multiplied by the average number of permanently assigned E-7

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through E-9 personnel. Funds in excess of this amount will be returned to the disbursing officer monthly. Type commanders are authorized to approve requests to exceed the maximum asset retention limitation when needed to offset abnormal mess operating cost conditions.

Administration and Operation.—NAVSUP P-486, volume II, is the governing publication for operation of the chief petty officers' mess. Basically, remember that you can only be assessed a nominal amount monthly to pay for additional food items ordered through the supply officer by the mess treasurer. The chief petty officers' messes are appropriated funds that must be used to purchase food items only.

NAVSUP P-486, volume II, chapter 7, provides guidance in the financial operation of chief petty officers' messes afloat. The commanding officer and mess treasurer are responsible for maintaining a system of internal control. They must ensure the system protects the assets of the mess, checks the accuracy of accounting records, and provides for efficient organization.

Private Organizations.—Each command usually has a private organization that is separate and distinct from the chief petty officers' mess. This private organization is called the Chief Petty Officers' Association (CPOA).

The Chief Petty Officers' Association is a professional organization that generally provides for the welfare and recreation of its members. The rules and guidelines for the chief petty officers' messes normally do not apply to the CPOA. The CPOA can elect officers, collect initiation fees, assess monthly dues, and spend the money in any way the members choose.

Authorization.—The CPOA is authorized by OPNAV Instruction 4060.4 and BUPERS Instruction 1710.11A. The CPOA is a category VI Morale, Welfare, and Recreation Program as defined in NAVSO P-3520. The commanding officer gives written permission for the CPOA to use base or shipboard facilities to conduct meetings.

Financial Responsibilities.—The Chief Petty Officers' Associations may NOT operate as a business. Making loans of money from operating capital is strictly prohibited.

OPERATION OF CHIEF PETTY OFFICERS' MESSES ASHORE.—Chief petty officers' messes ashore are Morale, Welfare, and Recreation category V programs. The messes are designed to promote and maintain the well-being, morale, and efficiency of personnel by providing dining, social, entertainment, and recreational facilities.

Patronage.—The chief petty officers' messes are nonmembership, nonappropriated fund activities, except as described in the following paragraph on mess membership dues. The messes are operated primarily for active-duty military personnel in paygrades E-7, E-8, and E-9 assigned to the installation and to their families. The messes also support other armed forces personnel in equivalent paygrades and their families. The commanding officer may authorize additional patronage as stated in BUPERS Instruction 1710.13 if facilities of the mess permit.

Mess Dues.—When approved by the commanding officer, messes may charge membership dues. Membership is voluntary, and commands will notify Commander Navy Military Personnel Command (COMNAVMILPERSCOM) when establishing dues. When dues are charged, nonmembers and their families will be denied use of the facilities. Exceptions will be made for essential food service, official functions, and command-recognized group functions as determined by the commanding officer.

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Funding.—Appropriated funds may be used for the construction of facilities; thereafter all funding is from nonappropriated funds. COMNAVMILPERSCOM is the designated program manager for both local funds and the COMNAVMILPERSCOM central fund. Local funds are generated by resale departments that supply items such as food, bar refreshments, and sundries. Funds are also generated by bingo; entertainment; dues; slot machines, where authorized; and commissions from vending machines. Messes receive various reimbursements for services and any grants and/or loans.

Mess Manager.—The mess manager may be either a military person or a civilian salaried employee of the mess. Normally the mess manager is a civilian employee of the mess. The mess manager is responsible to the commanding officer for the proper operation of the mess.

Advisory Board.—The Advisory Board consists of personnel from the naval station or base, subordinate activities, tenant commands, and fleet units home-ported or home-based at the station. The Advisory Board provides the commanding officer with information from which to make decisions. Members appointed to the Advisory Board reflect the potential patronage mix of the messes. The activity manager attends the meetings of the Advisory Board in a nonvoting capacity.

ROLE MODEL FOR ENLISTED PERSONNEL

Leadership by example! Seeing is believing! Remember this when setting the example in your command. Develop the trust and respect of members of your command by exhibiting high standards of conduct and appearance. Demonstrate that you have a knowledge of Navy policies and programs. Show sincere concern for the health and well being of all members of your command. The trust and respect you develop will enhance communication. If the members of your command feel comfortable talking with you, they will "open up" and allow you to feel the "pulse" of the command. This communication is essential when developing a positive command climate.

ADMINISTRATIVE FUNCTIONS

The following information and tips will assist you in the performance of your administrative functions.

Setting Up Your Office

Many informal gatherings, interviews, meetings, and counseling sessions will be conducted in your office (space permitting). This makes the location and arrangement of your office very important.

LOCATION.—When possible, locate your office away from loud noises and heavy traffic areas. Try not to locate near the offices of the commanding officer or executive officer. Remember, you want people to feel at ease when visiting.

OFFICE ARRANGEMENT.—Your office should be a comfortable place for personnel to visit. Arrange your seating so that people aren't sitting directly across from you. Seat personnel out of the view of others when you are sharing a space. When space restrictions prevent the use of private offices (shipboard life, detachments, etc.), use discretion when counseling or discussing personal problems with command personnel. Use common sense.

HOURS OF OPERATION.—Ensure you are available for all enlisted personnel. If the command works more than one shift, arrange to visit all shifts on a regular basis.

OPEN DOOR POLICY.—Your policy should be that any enlisted person can visit you at any

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time. However, support the chain of command and encourage personnel to solve problems at the lowest possible level.

REQUIRED FILES.—You as CM/C will need a working knowledge of all Navy policies and programs pertaining to enlisted personnel. As a minimum have copies of pertinent SECNAVINSTs, OPNAVINSTs, type commander and command instructions, or a system to readily locate them when you need to. Often the best way is to maintain a file of the most often used instructions and a location card for the less used ones.

Writing Point Papers

The point paper is one of the most useful ways of communicating our ideas to others. It is useful to bring to the attention of the command and superiors the presence of problems, the formulation of new ideas, and methods of improvement. An effective point paper covers only one item, is concise, and comes to the point right away. Usually point papers are used to communicate problems and proposed solutions to these problems to seniors up the chain of command.

Figure 1-1 provides information and instructions for preparation of a point paper. Check with your command administrative office for local format/guidance.

Writing Instructions

The Department of the Navy Directives Issuance System, SECNAVINST 5215.1C, establishes the rules and guidelines for preparing a directive. As CM/C you may be required to write or revise instructions and notices. This manual will provide you with all the necessary information to perform these important tasks. The establishment of Navywide directives preparation guidelines ensures the uniformity of format regardless of the type or location of your command.

Screening Enlisted Evaluations

The CM/C should screen all E-6/7/8 evaluations for accuracy and fairness. Pay special attention to the ranking to ensure the command is following the proper procedures set by the *Navy Enlisted Performance Evaluation System*, NAVMILPERSCOMINST 1616.1A.

Serving on Boards and Committees

You will be serving on numerous boards and committees. Some of these are listed under the duties and responsibilities section of this chapter. Normally a local instruction will list the specific boards and committees you chair or attend. These boards and committees are excellent places for the exchange of ideas, problem solving, and gathering useful information. Be active in the various boards and committees. They keep you informed about current issues concerning your enlisted personnel.

SUMMARY

The CM/C Program has provided a vital link between enlisted members and the Chief of Naval Operations for over 20 years. Information gathered through this link has proven beneficial in developing and improving programs affecting the quality of life for enlisted members and their families.

The duties and responsibilities listed in this chapter are general. You will be involved in everything affecting the lives of your command's enlisted personnel and their families. Good luck.

REFERENCES

Command Master Chief Handbook, NAVEDTRA 7520, Naval Education and Training Program Management Support Activity, Pensacola, Fla., 1986.

NOTES:

SAMPLE POINT PAPER FORMAT

1. This figure provides information to assist in the preparation of point papers.
2. Point papers provide information in response to a tasking or to introduce information.
3. The format of point papers shall be as follows:

Rank, Name, Service Code
Tel. Extension
Date of Preparation

TITLE OR SUBJECT

PURPOSE	A brief (one- or two-sentence) statement of the concept, idea, or purpose of the paper. If it is in response to a question, quote or paraphrase the question and include the answer.
BACKGROUND	Brief description of issue, topic, or program and generating factors. Salient factual information. Ensure clear understanding. Avoid lengthy discussion.
STATUS OR DISCUSSION	Concise, factual statement of current status. Relation to established guidelines, goals, steps, predictions; recent or proposed developments, trends, progress, changes, plans, forecasts. State Navy position, if applicable. State anticipated or desired resolution. Indicate Congressional or intraservice interest and interservice liaison, as appropriate.
PROBLEMS	Specific, concise listing of impact of unresolved problems, critical decision dates, contingent requirements. State Navy position when different. State specific corrective actions in progress or contemplated.
OTHER PARAGRAPHS TITLED AS REQUIRED	To avoid "clutter," use additional paragraph headings only as needed for clarity. Every attempt should be made to include all pertinent information within standard paragraphs above. Basic paper should be limited to one page. Put detailed discussion or rationale in tabs, not in basic paper.
FUNDING	Include, if pertinent.
CONCLUSION/ RECOMMENDATION	Conclusion and recommendation must be succinct and specific. Avoid broad, general, nonspecific recommendations or requests for action.

Figure 1-1.—Sample point paper.

NOTES: _____

Department of the Navy Correspondence Manual, SECNAVINST 5216.5C, Office of the Secretary of the Navy, Washington, D.C., 1983.

Department of the Navy Directives Issuance System, SECNAVINST 5215.1C, Office of the Chief of Naval Operations, Washington, D.C., 1986.

Fleet, Force, and Command Master Chief Program, OPNAVINST 1306.2, Office of the Chief of Naval Operations, Washington, D.C., 1989.

Foodservice Management—Officers' Quarters and Messes Afloat and Chief Petty Officers' Messes Afloat, Volume II, NAVSUP Publication 486, Naval Supply Systems Command, Washington, D.C., 1976.

Malinowski, Mark S., "The Top Master Chiefs, Their Billets—Not Merely Titles," *All Hands* 764 (November 1980): 9-11.

Navy Counselor's Handbook, NAVEDTRA 10238, Naval Education and Training Program Development Center, Pensacola, Fla., 1982.

The Navy Enlisted Performance Evaluation System, NAVMILPERSCOMINST 1616.1A, Naval Military Personnel Command, Washington, D.C., 1983.

Operation of Navy Messes Ashore and Package Stores 1988, BUPERSINST 1710.13, Bureau of Naval Personnel, Washington, D.C., 1985.

Retention Team Manual, NAVPERS 15878, Office of the Chief of Naval Operations, Washington, D.C., 1984.

Standard Organization and Regulations of the U.S. Navy, OPNAVINST 3120.32B, Office of the Chief of Naval Operations, Washington, D.C., 1986.

Whetstone, Marc, "This is Sea Duty," *All Hands* 600 (March 1967): 8-11.

Whittet, John D., "MCPOC," *All Hands* 655 (July 1971): 56-57.

NOTES:

CHAPTER 2

NAVY CEREMONIES AND PROTOCOLS

Formal ceremonies are traditional to all branches of the armed services. Consequently, Navy leaders can expect to be in on the planning and execution of ceremonies and social events. With this in mind, a leader's attention to protocol and professionalism is a valuable foundation for adherence to etiquette, custom, and tradition in a ceremony or event.

The primary purpose of a ceremony is to enhance morale and "esprit de corps" within a unit. These occasions give members the chance to see how ceremony, custom, and tradition foster unity and promote comradeship.

Ceremonies and protocols also give leaders the opportunity to meet with seniors and juniors and provide an important setting to build bonds of respect and better working relations. It is important for the success of any ceremony that members enjoy the event and that the ceremonies are tasteful and dignified.

Ceremonies and protocols play a tremendously important part in the life of all sailors. By adhering to custom, tradition, and etiquette, the support and role of a leader can ensure the success of the event.

—TMCM(SS) Kikis
FM/C COMSUBPAC

NAVY CEREMONIES

Navy ceremonies, which bind our Navy men and women to history and tradition and instill a sense of personal pride, require proper planning to ensure success. When you are responsible for Navy ceremonies, research the appropriate ceremony to identify the proper customs and protocols to follow. Make a simple plan that lists the tasks and assigns individual responsibilities to ensure completion of all required actions.

Now let's discuss change-of-command ceremonies, reenlistment ceremonies, retirements, miscellaneous formations, and chief petty officer (CPO) initiations.

CHANGE OF COMMAND

Traditional ceremony surrounds the important military occasion of the change of command. You, as command master chief (CM/C), probably won't get heavily involved with the preparations for a change of command. However, you will be expected to give guidance to personnel on preparing for change-of-command ceremonies. You will also be expected to provide personnel with points of contact for making arrangements for various parts of the ceremonies.

NOTES:

Tips for Conducting a Change-of-Command Ceremony

Be prepared to provide personnel with the following tips on conducting a change-of-command ceremony:

- Seat the official party according to precedence. Use the departing commanding officer as the host figure for the occasion. Then follow the customary alternating pattern of senior person to the host's right, second senior to the host's left, an so forth.

- Brief ushers on seating arrangements to avoid embarrassment to guests. A head usher who greets all guests and sorts out seating arrangements is helpful. Label all VIP guests' seats to avoid any possibility of confusion. For efficiency, assign a block of seats for other distinguished guests rather than use seat labels. Individually assigned guest seating, except VIP seating, can quickly become awkward.

- Instruct ALL members of the command who possibly can to attend the change of command. Arrange the formation of the ceremony so that the commanding officer and crew are facing each other. (The ceremony is really for the crew!) Limit the number of guests so as not to displace the officers and crew from the foremost position in the ceremony.

- Arrange the order of arrival as follows: the host/commanding officer first, then the other most important (principal) participants, followed by honored guests. Render arrival honors as appropriate for the principal senior officer.

- Place guest speakers first on the agenda. By briefly introducing the speaker(s), the host removes some of the ceremonial stiffness and makes the ceremony more personal.

- For hand salutes, instruct the principals to follow the lead of the senior officer on the reviewing stand.

- Ensure the blue field of bunting is on top.

- Send advance copies of the 5060 Notice to guests and principals.

- Hold a short meeting with the host, principals, and family members before the ceremony. This provides you an opportunity to brief them on last-minute details and adds a personal touch.

- Conduct a dress rehearsal minus the principals; this is critical to the success of the ceremony because it identifies "break points."

- Test microphones before beginning the ceremony. (Have backups on hand.)

- If you use taped music, have a backup tape player and tapes on hand.

- Ensure ceremonial quarterdecks used for arrival honors and retirements are in full view of the audience.

- Map out and practice color guard routes and routes for other movements. The color guard normally faces the audience during the playing of the national anthem.

- Brief photographers before beginning any ceremony. Give them a sequence of events and, above all, direct them to avoid becoming involved in the ceremony in any way. Also, brief them on proper attire, personal appearance, and rendering of salutes during colors and honors.

- Plan for the unexpected. What will you do if someone faints? Do you have someone available who knows enough about the conduct of the ceremony to carry on if the master of ceremonies gets sick at the last minute? These are just a few examples of what can happen to your ceremony. By planning for contingencies, you stand a chance of beating Murphy at his game.

- Advise the host that a simple, sincere, "thank you" note to the guest speaker is always appropriate.

NOTES:

- Seek direction about appropriate times for applause from the commanding officer before the ceremony. Clapping is a universal sign of approval and congratulations—it is most appropriate at Navy ceremonies. To cue assembled guests, the master of ceremonies may lead the applause when appropriate. Applause will normally occur after speeches or remarks, upon presentation of awards or certificates, and upon conclusion of the ceremony. Applause at other times may be appropriate, depending upon the type of ceremony.

- Conduct cake cutting ceremonies upon conclusion of the formal ceremony to provide a more relaxed interface between principals, shipmates, and guests. Doing this after the formal ceremony also allows for a more informal photographing session.

Sample Plan for a Change-of-Command Ceremony

The following is a sample plan for a change of command:

TASK	ASSIGNED TO
Master of ceremonies	Executive officer
Ceremony plans officer	LCDR Abiff
Assistant ceremony plans officer	LT Soloman
Honors Boatswain's Mate	BM1 Top
Honors side boys	OS1 Coneat
	OS1 Jimes
	OS1 Snyde
	BM1 George
	OS1 Johnson
	GMG1 Davis
Color guard	PVT Parks
Head usher	LT Soloman
Escort ushers for CO/PCO spouses	LT Gore
	LT Jiminez
Ushers	All junior officers not otherwise assigned tasks
Parking attendants	First lieutenant
Prepare invitations and maintain RSVP list	YN1 Peen
Prepare directional signs	HT2 Border
Arrange for band	OSCM Schnit
Arrange for chaplain	CDR Carms
Prepare program and arrange printing	YN1 Peen
Arrange for field day	LTJG Phillips
Refreshment preparations	STGCS Jones
Reception preparations	CDR Cook
Arrange photographic coverage	OSCS Sutter
Prepare press release	YN1 Peen
Coordinate traffic control	CMAA
Post directional signs	OS2 Mark
Arrange transportation	OSC Smith
Procure PA system (with backup and two microphones)	ETC Anderson
Provide working party	First lieutenant
Assist gate guards (with guest lists)	BM1 Top
Arrange for saluting battery	Executive officer
Prepare seating	STGCS Jones
Formation diagrams	CM/C
Prepare labels for CO/PCO family chairs	STGCS Jones
Detaching fitness reports	Executive officer/ YN1 Peen
Change-of-command message to SOPA	RMC Will
Reporting letter to ISIC	YN1 Peen
Thank you letters (draft)	YN1 Peen
Notebook for speeches	YN1 Peen
Procure chairs (covered arm-chairs and metal folding chairs)	STGCS Jones

NOTES:

TASK	ASSIGNED TO
Arrange for corpsman	Administrative officer
Civilian guest list to security	LCDR Abiff
Officer in charge of formation	LCDR Abiff

MISCELLANEOUS ITEMS

- Arrange for base sign message.
- Arrange for local civilian press and TV coverage (coordinate with base security).
- Prepare noise abatement message.

REENLISTMENT CEREMONIES

Reenlistment ceremonies provide command recognition for enlisted members continuing their naval careers. These ceremonies range from the simple to the elaborate. A ceremony could be as simple as one held in work center spaces with the division officer administering the reenlistment oath. It could also be an elaborate ceremony held at command formation with a senior officer (sometimes flag rank) administering the oath.

Let's discuss your role, the gifts/fun packages (within the guidelines of SECNAVINST 4001.2F) the command provides, and the public affairs officer's (PAO) involvement with these ceremonies.

CM/C Role

As CM/C you should attend all reenlistment ceremonies and encourage maximum attendance by the crew. Attendance by you and the crew demonstrates the importance of and the Navy's appreciation for the decision of personnel to continue their naval careers.

Normally, your command career counselor handles all the details involved with the ceremony. However, sometimes you might be called upon to break up the "log jams" that can develop within the system.

Command Gifts/Fun Packages

Commands normally present reenlistees with command gifts to demonstrate their appreciation for the individuals' continuing their service career. These gifts consist of command plaques, command ball caps, command tee shirts, and 96-hour special liberties. In addition, most bases and ships provide fun packages. These packages consist of free dinners at the base clubs, free movie passes, free bowling games, free Navy Exchange services, and gift certificates redeemable at Navy Exchanges or ship stores. The types of fun packages vary from area to area. Gifts and fun packages must meet the criteria outlined in SECNAVINST 4001.2F. Ensure your command career counselor provides these fun packages to all reenlistees.

Public Affairs Officer

Normally public affairs officers are responsible for arranging for a photographer and for providing articles to both base and hometown newspapers. Sometimes you must remind them of these responsibilities.

RETIREMENT CEREMONIES

The purpose of retirement ceremonies is to acknowledge the completion of a successful career by our shipmates. Retirement ceremonies also allow us the opportunity to demonstrate our appreciation for our shipmates' loyalty, dedication, and friendship. These ceremonies leave lasting memories for the retirees, their families, and close friends, which can be reflected upon for the remainder of their lives.

NOTES:

Retirees request the type of ceremony to be held and where it will be held. The command should grant this request whenever possible. Remember, retirees have definitely earned their "day in the sun." Use your influence, as required, to ensure their wishes are granted. Persuade all retirees to request a retirement ceremony.

CM/C Role

Your involvement with retirements will vary according to the size and type of command. Some commands have an assigned retirement coordinator, while others have their command career counselor and CM/C share the responsibilities. Who is responsible isn't as important as making sure the ceremony is handled with the importance and attention it deserves. Most command CM/Cs or career counselors use a retirement ceremony checkoff form, which contains the information they need to prepare for the ceremony. This form identifies the type of ceremony desired, the date and location of the ceremony, the name of the presiding officer, and the ceremonial uniform required. Figure 2-1 is a sample retirement ceremony checklist you can easily adapt to your command.

RETIREMENT CEREMONY CHECKLIST

ITEM	STATUS
NAME:	
DATE/TIME:	
UNIFORM FOR CEREMONY:	
COMMAND PLAQUE:	
SHADOW BOX:	
PAST DUTY STATIONS (ADMIN):	
LIST OF AWARDS (ADMIN):	
AWARDS/LETTER OF APPRECIATION TO BE PRESENTED (ADMIN):	
SIDE BOYS (6):	
BOS'N WITH PIPE:	
CAKE:	
PHOTOGRAPHER:	
FLAG:	
SPOUSE'S LETTER (ADMIN):	
SPOUSE'S CERTIFICATE (ADMIN):	
SPOUSE'S FLOWERS:	
GUESTS:	
GUEST SPEAKER:	
ESCORTS FOR GUESTS:	
50 STATE FLAGS:	

Figure 2-1.—Sample retirement ceremony checklist.

NOTES: _____

ITEM	STATUS
CHAIRS:	
PODIUM/SPEAKER SYSTEM:	
BULLETS/LINE:	
COLOR GUARD:	
BAND DRUM/BUGLE:	
SHIP'S BELL:	
MASTER OF CEREMONIES:	
CEREMONY PLANS COORDINATOR:	
CHAPLAIN:	
HOLIDAY FLAG:	
HOIST (AS REQUIRED):	
SCHEDULE OF EVENTS:	
PARKING:	
SIGN AT MAIN GATE:	
MESSAGE:	
INVITATIONS:	
PRESS RELEASE:	
PROGRAM PRINTING:	
RECEPTION PREPARATIONS:	
FORMATION DIAGRAMS:	
THANK YOU LETTERS:	
NOTEBOOK FOR SPEECHES:	
CORPSMAN:	
GUEST LIST TO SECURITY:	
WATER AND GLASSES FOR REVIEWING STAND:	
PREMEETING WITH KEY PLAYERS (WHEN AND WHERE):	
INCLEMENT WEATHER PLAN:	

Figure 2-1.—Sample retirement ceremony checklist—Continued.

NOTES: _____

_____

_____

_____

_____

Figure 2-2 is a sample retirement ceremony script. It can be adapted to any retirement ceremony.

Plaques/Flag Boxes/Awards

Most commands observe the practice of presenting retirees with a command plaque and a flag box. In many commands, the crew might also choose to present retirees with a retirement gift. The funding for these plaques and flag boxes usually comes from mess dues paid by mess members. However, in the case of small units, you might have to "pass the hat." Either way, make sure the retiree has an appropriate "send off." Be creative!

SAMPLE RETIREMENT CEREMONY

SCRIPT

RETIREMENT CEREMONY FOR (Rank/Rate & Name)

TIMES ACTION:

TIME: *Setup begins at 0730. Pick up portable podium. Review script with music controller. Photographer setup at ceremony area. Review process with bell ringer. Table for roses/certificates/flag. Talk to Bos'n. Talk to Mr./Mrs. _____.*

TIME: *Guests arrive and are seated. (Rank/Rate & Name) strikes two bells for each VIP. VIPs attending. _____.*

AT TIME: *Master of ceremonies to platform. Family escorted to seats. Chaplain/other front row guests seated.*

START CEREMONY AT TIME.

MC: *[Upon sighting retiree]*

LADIES AND GENTLEMEN,

[Strikes two bells]

FORCE MASTER CHIEF PETTY OFFICER ARRIVING. WILL THE GUESTS PLEASE RISE FOR THE PARADING OF THE COLORS AND REMAIN STANDING UNTIL THE INVOCATION IS COMPLETED AND THE COLORS ARE POSTED.

(RANK/RATE & NAME): *[Plays national anthem.]*

Figure 2-2.—Sample retirement ceremony script.

NOTES: _____

_____

_____

_____

_____

MC: *[At beginning note ofnational anthem, salutes; drops salute at end of music.]*

THE INVOCATION WILL BE DELIVERED BY (RANK/RATE & NAME).

(RANK/RATE & NAME): *[Delivers invocation.]*

MC: *[When the colors are in sight]*

POST THE COLORS.

[Drops salute when colors pass. Waits till colors are posted.]

WILL THE GUESTS PLEASE BE SEATED. GOOD AFTERNOON, LADIES AND GENTLEMEN. TODAY WE HAVE THE DISTINCT HONOR OF RETIRING ONE OF OUR OWN, (RANK/RATE & NAME), WHOSE LONG AND IMPRESSIVE CAREER STARTED _____ YEARS AGO. IT IS MY PRIVILEGE TO INTRODUCE OUR GUEST SPEAKER, (TITLE); LADIES AND GENTLEMEN (RANK/RATE & NAME).

[Leads with a clap . . . clap . . . clap . . .]

(RANK/RATE & NAME): *[Speech]*

MC: *[Clap . . . clap . . . clap . . .]*

THANK YOU (RANK/RATE & NAME). LADIES AND GENTLEMEN, RECOGNIZING MR./MRS. _____ WILL BE (RANK/RATE & NAME).

[Presenter to center.]

(RANK/RATE & NAME) ESCORT MR./MRS. _____ TO THE PODIUM. THANK YOU.

PRESENTER: *[Greets Mr./Mrs. _____.*

1. *Presents certificate.*
2. *Presents letter of appreciation.*
3. *Presents flowers.]*

Figure 2-2.—Sample retirement ceremony script—Continued.

NOTES: _____

_____

_____

_____

_____

MC: *[Reads certificate of appreciation.]*

(FIRST NAME), THIS IS A CERTIFICATE OF APPRECIATION TO YOU FROM THE UNITED STATES NAVY, IT READS:

"TO ALL WHO SHALL SEE THESE PRESENTS, GREETINGS: THIS IS TO CERTIFY THAT (FULL NAME) HAS EARNED GRATEFUL APPRECIATION FOR HER/HIS UNSELFISH, FAITHFUL, AND DEVOTED SERVICE DURING HER/HIS HUSBAND'S/WIFE'S NAVAL CAREER. HER/HIS UNFAILING SUPPORT AND UNDERSTANDING HELPED TO MAKE POSSIBLE HER/HIS HUSBAND'S/WIFE'S LASTING CONTRIBUTION TO THE NATION. GIVEN THIS _____ DAY OF _____. SIGNED._____."

(FIRST NAME), IN ADDITION TO YOUR LETTER OF APPRECIATION, WE WOULD ALSO LIKE TO PRESENT YOU WITH A BOUQUET OF FLOWERS. IT'S OUR WAY OF SAYING THANKS, AND THE BEST IN YOUR RETRAINING PROGRAM FOR (SPOUSE'S FIRST NAME).

MC: *[Clap . . . clap . . . clap . . .]*

[(Rank/Rate & Name) escorts Mr./Mrs. _____ to his or her chair.]

[Presenter retakes his or her chair.]

WITH (RANK/RATE & NAME'S) DEPARTURE FROM (NAME OF COMMAND), (FIRST NAME) WAS PRESENTED WITH THE (TITLE OF AWARD); I WOULD LIKE TO READ THAT CITATION:

"ON BEHALF OF THE PRESIDENT OF THE UNITED STATES, THE (RANK & NAME), TAKES PLEASURE IN PRESENTING THE MERITORIOUS SERVICE MEDAL FOR SERVICE AS SET FORTH IN THE FOLLOWING CITATION:

"FOR OUTSTANDING MERITORIOUS SERVICE AS (RATE/RANK) OF_____, (RANK/RATE & NAME) PERFORMED HIS/HER DUTIES IN AN EXEMPLARY AND HIGHLY PROFESSIONAL MANNER. HE/SHE CONSISTENTLY DISPLAYED EXTRAORDINARY SKILL, RESOURCEFULNESS, AND SENSITIVITY IN PROVIDING INVALUABLE ASSESSMENTS AND RECOMMENDATIONS ON ALL MATTERS CONCERNING._____
_____.

Figure 2-2.—Sample retirement ceremony script—Continued.

NOTES: _____

"(RANK/RATE & NAME'S) PROFESSIONALISM AND DEVOTION TO DUTY REFLECTED GREAT CREDIT UPON HIMSELF/HERSELF AND WERE IN KEEPING WITH ONE OF THE HIGHEST TRADITIONS OF THE UNITED STATES NAVAL SERVICE.

"FOR THE PRESIDENT, _____, ADMIRAL, U.S. NAVY, _____."

THIS AWARD PRETTY MUCH SUMS UP (FIRST NAME'S) CAREER. HE/SHE HAS ALWAYS REPRESENTED THE BEST, AND HE/SHE GOES OUT THE BEST.

[Clap . . . clap . . . clap . . .]

(RANK & NAME) WILL PRESENT THE AWARD TO (RANK/RATE & NAME). (RANK/RATE & NAME), FRONT AND CENTER.

(RANK & NAME OF PRESENTER OF AWARD):

1. RADM _____
2. LETTER OF APPRECIATION FROM RADM _____, WHICH READS . . .
3. WE WOULD ALSO LIKE TO PRESENT (RANK/RATE & NAME) WITH A RETIREMENT PIN AND CERTIFICATE THAT READS AS FOLLOWS:

"TO ALL WHO SHALL SEE THESE PRESENTS, GREETINGS; THIS IS TO CERTIFY THAT (RANK/RATE & NAME), HAVING SERVED FAITHFULLY AND HONORABLY, WAS RETIRED FROM THE UNITED STATES NAVY ON THE _____ DAY OF _____."

[Reads presentation of shadow box.]

4. "ON BEHALF OF _____ YOU HAVE SERVED WITH, THIS SHADOW BOX IS PRESENTED TO YOU FROM ALL OF US, WITH BEST WISHES TO YOU AND _____IN YOUR NEW CHOSEN CAREER."

MC:

[Describes shadow box: CONTAINS NAVY FLAG, DUTY STATION . . .]

AND WILL BE ON DISPLAY AT THE RECEPTION FOR ALL TO SEE. LADIES AND GENTLEMEN, (RANK/RATE & NAME OF RETIREE).

[Takes plaques/certificates from retiree and sits down.]

[Clap . . . clap . . . clap . . .]

Figure 2-2.—Sample retirement ceremony script—Continued.

NOTES: _____

(RANK NAME OF RETIREE):

[Retiree makes remarks. Upon completion of remarks, makes the following final statement:]

I WILL NOW READ MY ORDERS: "FROM CHIEF OF NAVAL PERSONNEL, WASHINGTON, D.C., TO (RANK/RATE & NAME), UNITED STATES NAVY, YOU ARE DIRECTED TO REPORT TO _____ FOR RETIREMENT PROCESSING ON _____ 1990. ON _____, YOU ARE TO TRANSFER TO THE RETIRED LIST WITH THE RATE OF _____ PER TITLE 10 USC 6326."

[Retiree at this time takes one to two steps back. Master of Ceremonies takes over.]

MC: LADIES AND GENTLEMEN, PLEASE RISE FOR THE BENEDICTION. (NAME OF PERSON TO GIVE BENEDICTION.)

[Benediction is given.]

["Navy Hymn" is played.]

RETIRE THE COLORS

[Band softly plays "Grand Ole Flag."]

[As color guard passes in view, MC renders salute; drops salute as color guard passes out of view. Once color guard is out of way:]

SIDE BOYS POST.

[Side boys post to predetermined area. Once side boys are in position:]

Figure 2-2.—Sample retirement ceremony script—Continued.

NOTES: _____

_____

_____

_____

_____

(RANK/RATE & NAME) PROCEED TO THE SIDE BOYS FOR YOUR DEPARTURE.

[Once (Rank/Rate & Name) is at the side boys, have bell ringer sound two bells.]

[Rank & Name) escorts Mrs./Mr. _____ to the side boys in time to meet _____; back to the beginning of the side boys so that Mrs./Mr. _____ will be able to walk through the side boys a second time with (Rank/Rate & Name).]

(RANK/RATE & NAME) UNITED STATES NAVY, DEPARTING.

[Bos'n sounds Bos'n pipe.]

[(Rank/Rate & Name) proceeds through side boys. Side boys render salute until final note. Upon completion, (Rank/Rate & Name) returns to start of side boys and greets Mrs./Mr. _____ and walks through again with her/him and gets into command car.]

LADIES AND GENTLEMEN, THIS CONCLUDES OUR CEREMONY. EVERYONE IS INVITED FOR A RECEPTION IN _____. THANK YOU FOR YOUR ATTENDANCE.

[Clap . . . clap . . . clap . . .]

[Navy Band plays "Anchors Aweigh" as guests depart area.]

Figure 2-2.—Sample retirement ceremony script—Continued.

As for awards, all retirees should receive a letter of appreciation from the command. Many deserve greater recognition, like an end-of-tour award (usually a Navy achievement, Navy commendation, etc.). If retirees deserve this recognition, then push for the command to recommend them for the award. Often times the attitude becomes "well, they're retiring and don't need it." Trust me, they do need to be recognized for a job well done, especially at this time in their lives. Again, don't just pass out medals like candy, but do try to see that the command presents awards to those personnel who deserve them. Remember, the retirement ceremony is a direct reflection upon the command—take care of your people!

NOTES: _____

MISCELLANEOUS PERSONNEL FORMATIONS

As CM/C you will be involved with various command formations, such as personnel inspections, captain's call, award ceremonies, and quarters. The procedures for these formations vary from command to command. Usually you will escort the commanding officer to the assembled formation. You will often assist the commanding officer with passing out awards. At personnel inspections in air squadrons and small commands, the CM/C may act as the chief master-at-arms and precede the commanding officer through the ranks.

Some commanding officers use captain's call and quarters as open forums for questions and answers. The captain will probably expect you to take brief notes, write down questions that require further research, and provide feedback to the individual.

CHIEF PETTY OFFICER INITIATIONS

Remember your chief's initiation? You bet you do! Yours, like mine, was a unique ceremony in which you were welcomed into the fraternal brotherhood. I could get on my "soap box" and talk for hours about the importance of the ceremony. On the other hand, I could talk about the problems caused by the conduct at some initiations over the years. Each year the master chief petty officer of the Navy (MCPON) reminds us to keep the initiations in good taste or they will become a thing of the past. As the CM/C of your command, it's your responsibility to ensure these ceremonies continue to be conducted with pride and dignity. Provide guidance and encourage interest and support within your CPO ranks. All chiefs should be involved throughout the process, not just the initiation. Remember, the newly initiated chiefs should reflect on this event with understanding and pride, not bitterness and disgust. (Ensure bantering of new selectees takes place in the chiefs' quarters and messes, not in view of the crew.)

The main events in a chief's day of putting on the hat are the frocking ceremony, the initiation, and the pinning ceremony. The following are guidelines for the chiefs' initiation process:

- Frocking ceremony. This ceremony cannot take place before the first advancement increment. The commanding officer determines the location of the ceremony. All chiefs should attend the frocking ceremony.

- Initiation. All chiefs should support and take part in the initiation. All chiefs have the responsibility to maintain order and good taste and to be intolerant of excessive alcohol use throughout the initiation. Firm control by the chiefs in charge of the initiation is the key to a successful and honorable initiation. The CM/C has overall responsibility for conduct during initiations.

- Pinning ceremony. The pinning ceremony consists of the following actions:

  —Reading of the creed. Select a strong speaker to read the creed.

  —Pinning of anchors. Brief and position the participants. The selectees choose the person(s) they want to pin the anchors on them.

  —Commanding officer's comments. The commanding officer will normally speak about the new chief's role and responsibilities.

  —Welcoming aboard by fellow chiefs. All chiefs shake hands with and welcome each new chief into the chiefs' community.

NOTES: _____

_____

_____

_____

_____

NAVY PROTOCOLS

Protocol is a code of established guidelines on proper etiquette and precedence, which, when followed, lays the foundation for a successful event. Protocol is an integral part of Navy ceremonies, customs, and traditions. As the CM/C you should familiarize yourself with the protocols surrounding events, such as the presenting of colors, honors to flag officers, quarterdeck arrangements, and dining in/dining out functions.

PRESENTING THE COLORS

The display of our national flag is governed by law. This law ensures the flag of our great nation will be treated with the respect it deserves. *Flags, Pennants, and Customs*, NTP-13(B), and *U.S. Navy Regulations* provide the proper procedures for presenting and saluting our national flag.

HONORS FOR FLAG OFFICERS

U.S. Navy Regulations, chapter 10, article 1035, provides detailed information about honors to flag officers. It provides charts listing the officer rank, uniform, gun salutes, ruffles and flourishes, music, honor guards, and side boys required.

QUARTERDECK ARRANGEMENT

> The commanding officer of a ship shall establish the limits of the quarterdeck and the restrictions as to its use. The quarterdeck shall embrace as much of the main or other appropriate deck as may be necessary for the proper conduct of official and ceremonial functions.
>
> —*Navy Regulations*
> Article 1056

The quarterdeck functions as the command and control center for a ship's daily administrative activities and for the conduct of the ship's normal in-port routine. It is whatever part of the ship the commanding officer designates. Normally it will be marked off by appropriate lines, deck markings, cartridge cases decoratively arranged, or fancy work. It is always kept particularly clean and shipshape. The dignity and appearance of the quarterdeck are symbols of the professional and seamanlike attitude of a ship or crew. The officer of the deck, together with the duty personnel who must maintain the highest standards of smartness, is responsible for upholding this dignity and appearance.

CHIEF PETTY OFFICER INITIATIONS

Usually the commanding officer and flag officer(s) are invited to participate in the "pinning of the anchors" portion of the CPO initiation. You should ensure proper protocol is rendered during visits by these officers.

DINING IN/DINING OUT

A "dining in" is a formal dinner given by members of a military wing, unit, or organization. It may honor departing personnel, welcome new members, or give recognition to individual or unit achievements. It may simply be a pleasant way for chiefs to get better acquainted. The only women included are female chiefs. When non-military women are invited, the occasion is called "dining out." *Service Etiquette*, chapter 44, contains detailed information about planning and proper etiquette for dining in and dining out.

SUMMARY

This chapter provides you with tips and references to use when conducting Navy ceremonies. Success with these ceremonies comes

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from proper planning and adhering to proper customs and protocols. Delegate the responsibility for some ceremonies to other chiefs in your command. This will give them a chance to develop a greater understanding and appreciation for these time-honored ceremonies. This will also give them the experience they need to fill in during your absence.

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CHAPTER 3

NAVY PROGRAMS AND POLICIES

"People are our most important asset."

"The Navy takes care of its own."

Both of the above quotes are absolute truths. Today's Navy, with its modern ships and aircraft, requires highly trained and motivated sailors to operate and maintain its complex weapons systems. These sailors are our most valued assets. This chapter describes Navy programs and policies designed to instill pride, professionalism, and personal excellence in these personnel. You, as a command master chief, have a responsibility to understand how these programs affect your people's morale and job satisfaction. The success of these programs requires your personal involvement and support.

—FM/C Sikes
CINCLANTFLT

PERSONAL EXCELLENCE PROGRAM

The goal of the Personal Excellence Program is to provide all Navy members opportunities to improve their level of education, health, physical readiness, and personal values. These opportunities for improvement result in a smarter, fitter, and more professional force. A parallel goal of the program is to develop partnerships between Navy commands and local communities to help strengthen the education, health, physical fitness, and citizenship of American youth. The program, which is based on Navy core values, includes internal and external programs.

NAVY CORE VALUES

The traditions and values of our Navy, known today as core values, correspond to those of our nation. These core values promote personal excellence in the Navy because they give members specific traditions and values by which to live. The family and social environment in which Americans live today demands that we introduce and instill these core values in our young sailors as early as possible. Fleetwide indoctrination and training programs are great vehicles for this purpose.

To determine just what these values should be, the Navy conducted an extensive study in 1987. More than 100 sailors, representing all communities, fleets, and numerous positions within the chain of command, were individually interviewed. In these interviews sailors were asked to do the following:

- Describe "tough situations" that posed value conflicts or ethical dilemmas

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- Characterize those persons they admired the most and the least in the Navy
- Discuss in specific terms the values the Navy represents

As you can imagine, these interviews produced many enlightening accounts and personal insights. Overall the study showed the values most often portrayed in everyday decision making and of most importance to the Navy are integrity, professionalism, and tradition. Therefore, the Navy adopted these three values as its "core values."

Integrity

Integrity is characterized by honesty, honor, and responsibility. Examples: The work center supervisor who refuses to gundeck PMS records or take short cuts in critical maintenance work characterizes responsibility. The young sailor who finds a wallet in the barracks and turns it in to the master-at-arms characterizes honesty.

Professionalism

Professionalism is exhibited by competence, teamwork, and loyalty. Examples: The messcook who displays a sense of pride and determination in doing a difficult job well exhibits competence. The "buoy jumpers" who, working together in heavy winds and high seas, successfully and safely moor the ship to the buoy exhibit teamwork.

Tradition/Mentorship

Among the most important of the traditions handed down over the course of our Navy's history are a concern for people, patriotism, courage, and spiritual heritage. Mentorship is experienced people (chiefs and other petty officers) taking an active role in motivating, guiding, directing, and developing subordinates. Old timers called these experienced people "sea daddies." Examples: The leading petty officer who stays aboard on an off-duty night to help three Firemen study for their military/leadership exam shows concern for people (mentorship). The sailors who volunteer to represent the squadron in the local Fourth of July parade display patriotism (tradition).

Awareness

Much of the information gathered in the values study expresses the personal emotions and feelings of those interviewed. These core values reflect the personal values of the hundreds of thousands of men and women who make up our Navy today. To reinforce these core values, we must help our people understand how closely the Navy's core values align with their own personal values.

Reinforce core values by pointing out those demonstrated by personnel being recognized during public ceremonies for personal achievements (award and medal presentations, advancement/promotion, Sailor of the Quarter/Year). The following are examples of achievements and the core values they may demonstrate:

ACHIEVEMENT	CORE VALUE
Competence	Professionalism
Courage	Tradition
Responsibility	Integrity
Loyalty	Professionalism
Honesty	Integrity
Concern for People	Tradition

Routinely publish in command directives and publications (Plan of the Day/Week,

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Family-grams, Newsletters, etc.) the ways command members demonstrate these values. Some examples are as follows:

- POD: Run a series of informational notes on the meaning of the command motto and the history and meaning of the battle or city for which the command was named. Stress the common themes embodied in the U.S. Navy values of tradition, integrity, and professionalism. Publish an acknowledgement of specific efforts that demonstrated core values; for example, "The recent successful ammo loadout was the direct result of an all-hands display of teamwork and competence (professionalism) . . ."

- Family-gram: Recognize personnel who put forth extra effort to display core values by citing their accomplishments in a family-gram; for example, "During the January in-port period in Subic Bay, AN Smith and AA Jones of V-2 Division spent a great deal of their liberty hours doing volunteer work at the physical therapy unit of the local Navy Hospital. Their concern for people is a commendable display of the U.S. Navy tradition of "looking after its own . . ."

- Cruise Book: Adopt the three core values as the theme for your next cruise book or for a portion of the book. Focus on how the command supported these values while performing its day-to-day mission. Prevail on your amateur photographers to provide your cruise book staff with photos that support these themes. (A photo contest, perhaps?)

In command training sessions, look for opportunities to reinforce the three core values. The following are some examples of how you can do this:

- During your indoctrination of new personnel (I or X division, for example), address teamwork and loyalty (professionalism). Explain what they mean to the successful accomplishment of the command's mission and to the individual's self-image as a member of the United States Navy.

- Ask your commanding officer (CO) to channel, or focus, a portion of his or her captain's calls on the core values. This will give command personnel at all levels the opportunity to voice their understanding of them.

- In all-hands evolutions recognize command achievement, such as winning the Squadron Battle Efficiency "E," the Golden Anchor, or an Aviation Safety Award. Choose a theme of professionalism, integrity, or tradition for the formal address.

- In addition to the obvious camaraderie of time-honored events such as dining-in or a "crossing the line" ceremony, highlight the fundamental traditions involved.

- Closely examine your public affairs material, both the "welcome aboard" package for new crew members and material you present to the public at large.

—Make sure you convey the message you want new arrivals to take aboard concerning the values and traditions of your command. Have you provided information about the history of your command and its namesake as well as technical details? Will reading your message "stir the soul" of your new shipmate?

—Look at your public affairs material—items you display to the public at large. Is your visitors "booklet" all you want it to be? Will your guests leave with a clear understanding of your command's role in the defense of our nation? Will they have a better understanding of the values and traditions of their Navy?

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Role Modeling

Positive role modeling, or personal example, is perhaps the most powerful method of demonstrating our organizational and personal values in action. But what does role modeling really mean? It means more than just setting a positive example in highly visible areas such as appearance, punctuality, and technical competence. It also means setting a positive example in areas that are not instantly visible, such as professionalism, integrity, and tradition.

Asking yourself the following questions will help you evaluate how your command sets positive examples in the areas of professionalism, integrity, and tradition:

- Do the enlisted members of your command look to the chief petty officers for an example of competence, responsibility, and concern for people?
- Do your junior petty officers set a positive example that inspires nonrated people to advance and improve?
- How do you and the leaders in your command publicly recognize members of your crew who demonstrate the core values, particularly the more junior members?
- Do your senior people guard against a "do as I say, not as I do" approach to their everyday dealings with junior personnel?
- Are your officers, chiefs, and leading petty officers leaders by example?

INTERNAL PROGRAMS

Several internal programs support the Navy's Personal Excellence Program. These programs consist of educational programs, health and physical readiness programs, Navy rights and responsibility programs, Navy equal opportunity programs, and programs that promote sexual responsibility.

Educational Programs

About $35 million is spent annually on voluntary education programs. These include Defense Activity for Non-Traditional Education Support (DANTES); Program for Afloat College Education (PACE); Navy Campus Functional Skills; Navy Campus Network; Servicemembers Opportunity Colleges, Navy (SOCNAV); and the Tuition Assistance Program. These programs help sailors prepare for their future in the Navy and in civilian life. The Navy offers on-the-job training (OJT), advanced individual training, service schools, and Navy correspondence courses to help members increase job skills and prepare for advancement. The educational services officer and command career counselor are the two main sources from which your people get information. Ensure they inform your people of educational programs.

Health and Physical Readiness Program (HAPR)

Health and physical readiness have become matters of concern to the Navy. Every person should strive to achieve and maintain a high standard of physical readiness. Health and physical readiness training is a complete conditioning program. It includes weight/fat control, nutrition education, high blood pressure identification and control, stress management, smoking cessation, alcohol/drug abuse prevention, back-injury prevention, and physical fitness/exercise.

PHYSICAL READINESS PROGRAM.—This program supports and enhances the physical readiness of all personnel. Physical readiness

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training is a complete conditioning program. It helps personnel develop and maintain the flexibility, cardiorespiratory, and muscular strength and endurance needed to perform routine and emergency Navy tasks. *Physical Readiness Program*, OPNAVINST 6110.1D, provides policy and guidance for carrying out the physical readiness program. It contains a basic exercise program, body composition (body fat) determination procedures, and physical readiness test requirements.

SUBSTANCE ABUSE.—Drug and alcohol abuse is costly in lost man-hours and unnecessary administrative and judicial processing and is a critical downdraw on morale. Substance abuse undermines combat readiness, safety, discipline, judgment, and loyalty. Everyone is affected by the abuser. How can you help? First determine the extent of the problem. Then learn as much as you can about the Navy's drug and alcohol abuse policies and related programs. Next ensure your command educates its people on the pitfalls of drug and alcohol abuse. Stress the "zero tolerance" policy. For detailed information on alcohol and drug prevention control, refer to *Alcohol and Drug Abuse Prevention and Control*, OPNAVINST 5350.4A.

TOBACCO CESSATION.—The goal of the Navy is to have a tobacco-free environment by the year 2000. Upon entering the Navy, personnel receive educational training on the risks of tobacco use. Family Service Centers, medical treatment facilities, and counseling and assistance centers (CAACs) offer smoking cessation classes to help users who desire to quit.

Tobacco Prevention Program in the Navy and Marine Corps, SECNAVINST 5100.13A, provides policy and program guidance for smoking prevention and cessation programs for Department of the Navy personnel.

STRESS MANAGEMENT.—Stress management programs assist members in adapting to the rigors of Navy life. Religious programs; Family Service Centers; alcohol rehabilitation centers (ARCs); CAACs; Morale, Welfare, and Recreation Departments; and medical centers provide various stress management programs.

HIGH BLOOD PRESSURE.—Hypertension, or high blood pressure, is the most common form of cardiovascular disease. It is a primary risk factor in the development of coronary heart disease and strokes.

Proper diet, exercise, and stress-coping skills play an important role in both the prevention and management of hypertension. During National Blood Pressure Month, naval personnel receive educational materials; during annual health fairs, they receive screening, education, and referral.

BACK-INJURY PREVENTION.—Back injuries historically account for 35 to 40 percent of all injuries reported to the Navy Safety Center.

Navy physical therapists conduct a "healthy back" program that provides knowledge and skills on how to avoid back injury. Major medical facilities provide both treatment and education by offering back clinics and back-injury-prevention booklets. Video tapes presented during general military training provide information on back-injury prevention.

NUTRITION EDUCATION AND WEIGHT/FAT CONTROL.—This program promotes behavioral changes that make members fit, trim, and a low risk for chronic diseases related to diet and obesity. These changes can prevent diseases such as heart disease, diabetes, and hypertension. The program's two-pronged approach provides (1) education and (2) healthy choices in the general messes. Local commands offer exercise and fat control programs. In addition, residential and nonresidential rehabilitation programs established at CAACs and ARCs offer help to members who need to lose weight.

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Navy Equal Opportunity Program

The Department of the Navy's equal opportunity policy is to provide equal treatment and opportunity to all members without regard to race, color, religion, gender, age, or national origin within constraints of the law. Every chief needs to make a commitment to the crew. Each CM/C needs to set the tone and ensure personal respect and professionalism prevail at every level of the command.

OBJECTIVES.—The objectives of the equal opportunity program are to make all naval personnel aware of their own personal equal opportunity obligations and personal behavior requirements.

POLICIES.—The *Navy Equal Opportunity (EO) Manual*, OPNAVINST 5354.1C, contains detailed information on the following:

- Equal opportunity responsibilities of commanders
- Equal opportunity responsibilities specific to shore commands
- Command Managed Equal Opportunity (CMEO)
- Prevention of sexual harassment
- Navy grievance procedures
- Incident handling and reporting
- Navy equal opportunity training

Sexual Responsibility

The Navy, as a matter of policy and concern for all its members, emphasizes the importance of sexual responsibility and the danger of sexually transmitted diseases.

Syphilis, gonorrhea, genital herpes, and acquired immune deficiency syndrome (AIDS) are all sexually transmitted diseases. They are normally transmitted through sexual contact. AIDS can also be spread through contaminated blood or the sharing of hypodermic needles. More than 70 percent of all AIDS cases prove fatal within 2 years of diagnosis.

All members of the Navy must be educated on the dangers of sexually transmitted diseases and the methods of reducing the risk of getting them. The most effective way of avoiding sexually transmitted diseases is to abstain from all forms of sexual contact. The next most effective means is to use your intelligence by heeding the following rules:

- Avoid sexual contact with multiple partners, anonymous partners, prostitutes, and other persons with multiple sex partners.
- Avoid sexual contact with persons who have a genital discharge, genital warts, genital herpes lesions, or other suspicious genital lesions.
- Avoid oral-anal sex.
- Avoid genital contact with cold sores.
- Use condoms and diaphragms in combination with spermicides.
- Have a periodic examination for sexually transmitted diseases.

As CM/C ensure your people are getting training about their sexual responsibilities. Ignorance will not prevent a person from getting AIDS. Awareness might.

EXTERNAL PROGRAMS

Critical to Navy readiness and national security is the quantity and quality of our people.

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As we move toward the 21st century, an increasing number of young people are unprepared to meet the entry-level requirements of an increasingly technological workplace. This problem is a major concern of the Navy, business, and education communities alike. The following are some problems our nation is encountering with our young people:

- Illiteracy
- Dropping out of school
- Drug/alcohol abuse
- Teenage pregnancy
- Lack of physical fitness
- Unhealthy lifestyles
- Declining civic values and motivation

Partnership With External Programs

The Navy has responded to the problem we have with our young people by committing to several long-term programs. These programs will help develop our nation's youth into better educated citizens who are healthy and fit. As a result, they will be able to serve others and meet the demands of any workplace. The following are the three most common programs:

- Adopt-A-School—This program represents the majority of Navy partnerships. It includes a wide range of activities from tutoring, lectures, and teacher assistance to fitness runs, field trips, and deployment pen pals.

- Saturday Scholars—This is primarily a tutorial program involving active-duty volunteers. Saturday scholars work on a one-to-one basis with students in elementary and secondary schools to improve their skills in reading and math. The tutoring occurs on Saturday mornings for 6 to 8 consecutive weeks with a "graduation" usually taking place during the last week.

- Math/Science Initiative—In this program volunteers with high technical skills support teachers by helping elementary and secondary school students sharpen their skills in math, science, and computer literacy.

It's easy to participate in these programs! Appoint a Personal Excellence Program Coordinator. Encourage your command personnel to participate. Develop an orientation program for participants. Develop a program if none exists, or expand the current program.

Benefits to the Navy

External programs benefit our Navy in the following ways:

- Increasing the number of young people better qualified to enter the Navy
- Decreasing remedial training requirements for new recruits—a time-consuming and costly process

SUMMARY

The Navy's Personal Excellence Program instills the Navy's core values in personnel through various internal and external programs. These programs provide opportunities for all Navy members to improve their level of education, health, physical readiness, and personal values. The Personal Excellence Partnership Program, a long-term cooperative effort between Navy commands, public/private sector organizations, and school/youth organizations, helps increase the excellence of America's youth. These

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programs ensure America will continue to maintain a strong Navy and be competitive in the world marketplace.

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CHAPTER 4

CAREER COUNSELING

With the all-volunteer force concept, the Navy's ability to attract and keep the number of quality personnel needed to meet manpower requirements is crucial. Success depends on the level of career satisfaction offered by service in the Navy. Creating and keeping an advantageous environment is, therefore, essential to the success of a Navy retention program. Good retention doesn't just happen. We develop it!

Volumes of material are available to inform Navy personnel of the resources, programs, and opportunities available to them. The aim of this chapter is to provide you with references and a brief review of information and programs concerning career guidance, advancement, and educational opportunities.

Having a good working knowledge of the career incentive programs that affect your people allows you to keep them informed of opportunities that exist. Presenting yourself as a role model allows you to show a sailor what he or she can become.

—QMCS(SW) Scherck
Former CS/C
USS *Gemini* (PHM-6)

CAREER INFORMATION PROGRAM

Career Information Program Management (CIPM) provides the basis for setting up and managing a retention program. CIPM provides command career counselors with formal training in program management techniques and with procedures for self-evaluation of a command's retention program effectiveness. It also gives feedback to the commanding officer. It sets minimum standards for a retention program and also sets the requirements for career information training (CIT) for collateral duty career counselors and supervisory personnel. CIPM specifically brings all command resources into operation from the work center level to the command career counselor. This makes full use of the chain of command.

The Chief of Naval Operations outlines the Navy's retention program goals in *Navy Retention Program*, OPNAVINST 1040.6A.

RETENTION/CAREER INFORMATION TEAM

Underlying the entire retention program is the building of an effective career information team. A well-organized command team decentralizes the overall retention effort and provides a means to guarantee continuity in retention efforts. Effective retention teams are the key ingredient of a successful retention program. Properly organized, efficient retention teams, perhaps the most

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frequently neglected area of retention programs, directly reflect the support of the organization and everyone in the chain of command. *Career Information Program Management*, NAVEDTRA 10238-A, chapter 2, describes the composition and responsibilities of the retention/career information team.

PRESEPARATION PROGRAM

Preseparation programs provide interviews and presentations to all personnel planning separation at the end of their tours. The career counselor schedules a group presentation for these individuals 120 days before leaving active duty. The division/work center career counselor conducts a personal interview no later than 45 days before a person actually separates from active duty.

To help fleet units and activities in carrying out the required procedures, the Commander, Naval Reserve Force, provides preseparation presentations. Naval Reserve career information teams (CARITs) headquartered in Norfolk and San Diego give these presentations. For more information on the CARITs, refer to *Navy Reserve Preseparation Counseling of Active Duty Personnel*, OPNAVINST 1900.1C.

Your command should schedule and require all eligible officer and enlisted personnel undergoing separation processing within the Continental United States (CONUS), Alaska, or Hawaii to attend a formal CARIT presentation. Deploying units should schedule this presentation 90 days before deployment for all personnel scheduled for discharge or release from active duty before the unit's return.

The command career counselor (CCC) attached to activities outside CONUS should give the preseparation brief.

PRERETIREMENT PROGRAM

Provide all prospective retirees, within 6 months of retirement (disability or nondisability) or transfer to the Fleet Reserve, adequate counseling on their retirement benefits, rights, and privileges. You should place special emphasis on the Survivor Benefit Plan (SBP).

In addition to command counseling, most naval stations and naval air stations provide a Retirement Information Course. The course curriculum helps prospective military retirees and their spouses prepare themselves for retirement and reentry into civilian life. Most topics are general in nature and are universally applicable to military retirement. Some topics discussed are medical programs (CHAMPUS/USHBP), the Survivor Benefit Plan (SBP), the Veterans Administration, retired affairs, psychological issues of military retirement, and job search workshops. You should urge all your command's potential retirees and their spouses to attend these courses at least 6 months before retirement.

ENLISTED DETAILING

As command master chief, people will ask you questions about the enlisted detailing process. The following information about the general principles of enlisted detailing, the Enlisted Duty Preference Form, NAVPERS 1306/63, and the *Enlisted Distribution and Verification Report* (*EDVR*) will help you answer these questions.

GENERAL PRINCIPLES

Chapter 1 of the *Enlisted Transfer Manual* (*TRANSMAN*), NAVPERS 15909D, presents the detailing process. It is a process by which the detailer matches available personnel assets with existing Navywide requirements. The detailer does this in a manner to satisfy individual duty preferences and the Navy's current manning needs. Stress to your personnel the importance of keeping the detailer informed of their duty preferences.

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ENLISTED DUTY PREFERENCE, NAVPERS 1306/63

The Enlisted Duty Preference Form, NAVPERS 1306/63, lists the member's duty preferences. Each member is responsible for completing and submitting this form. (The form contains explicit directions related to form completion and coding.) However, the retention team will aid individuals by having them fill out a form during their incentive programs interview. Chapter 25 of the *TRANSMAN* contains duty choices personnel may request, including the codes required for completion of the form. The form is sent to Commander, Naval Military Personnel Command (COMNAVMILPERSCOM) (NMPC-471C), for entry into the data base. Retain a copy of the form for reference and future verification. Use OPNAVINST 3111.14U, *Homeports and Permanent Duty Stations of Activities of the Operating Forces of the Navy*, to find the location of home ports of ships and activities. This will provide you with realistic duty preferences. Nondesignated Seamen, Firemen, and Airmen under the detailing control of the Enlisted Personnel Management Center (EPMAC) should submit their NAVPERS 1306/63s to NMPC-471.

Members should make sure the form properly reflects their desires. They should also verify that their name, rate, and SSN are correct and legible before submission. Forms that are illegible, not coded, or missing critical information are not processed. The NAVPERS 1306/63 reflects most information pertinent to an individual's assignability in an encoded matter. However, no form of this type can be all-encompassing. The remarks section allows members to show any information that would be helpful to the detailer for which no coding provision is available. The following are examples of such information:

- Any skills not identified by Navy enlisted classification codes (NECs)
- If volunteering for overseas duty, all community supportive skills possessed by dependents; for example, teacher, nurse, dental technician, secretary, or hairdresser
- Handicapped dependents and areas where treatment facilities exist
- Expected delivery date if wife is pregnant
- If married to another service member, spouse's full name, military service, SSN, rate, and present duty station

Individuals should submit their initial duty preference upon completion of 6 months of duty at their first permanent duty station. After this, members may submit subsequent duty preference forms at any time. They may submit revisions anytime their duty preferences change. They must submit revisions when changes in significant personal data occur (dependency status, location of household goods, and so forth). Submit a current duty preference form when an individual reenlists on board within 24 hours. Show the date and number of years of reenlistment in the remarks section.

The Duty Preference Verification Listing provided monthly by EPMAC is a report reflecting the encoded preferences from the individual's 1306/63. These are as recorded in the COMNAVMILPERSCOM data base on those members who have submitted duty preferences within the preceding 2- to 3-month period. This listing is strictly for verification purposes. We emphasize that this report will not continue to list every member's preferences each month since the listing is keyed to preferences received during the past 2 to 3 months.

Additionally, the report provides a means of informing individuals that their duty preferences were not received within COMNAVMILPERSCOM; that is, their names and encoded preferences fail to appear in a monthly listing

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within 3 months of submission. For this reason, we recommend designation of the command career counselor as coordination point for the submission of duty preferences. This will allow the CCC to help discover those cases where a member's preferences failed to appear in verification reports 3 months from date of submission. In such cases individuals should resubmit a preference form.

ENLISTED DISTRIBUTION AND VERIFICATION REPORT (EDVR)

Your command's *Enlisted Distribution and Verification Report* (*EDVR*) is a monthly statement distributed by the Enlisted Personnel Management Center (EPMAC). It lists all enlisted personnel assigned to the command and provides the following information:

- A summary by distribution community of the present and future manning status of the activity
- A common reference for communicating manning status between your activity and the Manning Control Authority (MCA)
- A statement of account for verification by your activity
- A permanent historical record in the Naval Military Personnel Command (NAVMILPERSCOM) of your activity's enlisted personnel account

The *EDVR* contains 10 sections. Sections 1 through 3 separately list members by manning status as follows:

Those who are to report to the activity (prospective gains)

Those who are to detach from the activity (prospective losses)

Those who are in a temporary duty status (TAD)

Those who are in a deserter status

Those who have been administratively dropped from Navy strength accounts

This ends the need to search for these groups of individuals within the activity's total account. These sections contain action statements that tell the activity what procedures to follow to keep the account up to date and where to find those procedures. Additionally, section 3 provides an alphabetical listing of all members assigned to your activity. Section 4 lists all members assigned to your activity by rating and NEC in alphanumeric sequence. Sections 5 through 7 are numeric summaries provided for use by activity personnel managers. Section 8 is a listing of all personnel qualified in one or more NECs. Section 9 contains the Diary Message Summary. Section 10 lists duty preferences received and processed and the names of personnel who should be contacted by the retention team member for the retention or incentive interviews. All sections should help your activity accurately maintain its personnel account and provide useful information to your activity. Additional information about the *EDVR* may be found in the *Format and Procedures for Validation of Enlisted Distribution and Verification Report (EDVR)*, NAVMILPERSCOMINST 1080.1D.

SERVICE RECORD REVIEW

The service member's service record is the official history of that person's naval career. Decisions about advancement, assignment, training, and discipline are based on information

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contained in the service record. Therefore, you should review your people's service records periodically to be sure of completeness and accuracy.

CM/C REVIEW

As the CM/C, you will need to review the records of command members. The following are some examples of members whose records require review:

- Newly reporting personnel—You should review their records for previous duty stations, completed schools, completed courses, evaluations, and recommendation for advancement from their last command. Along with these areas it's a good idea to take a few extra minutes to look through the entire record. You might catch details missed by others. An extra set of eyes can't hurt.

- Professional development board (PDB) candidates—As chairperson/member of the PDB, you will need to screen members' service records for certain information. You will need to find their aptitude test scores, civilian education level, rating recommendations, and qualification for swimmer class. You will also need the results of their color-perception, hearing, and vision tests.

- E7/8/9 selection board candidates—You will need to screen the records of these candidates to point out areas for possible improvement. Examples are evaluations, job assignments, and awards.

In view of the many screening requirements, you must have a basic understanding of the contents and format of service records. For many of you the following information will merely be a review, while for others it will provide the basic understanding you need to perform your duties:

- Left side of folder—You will find required official or unofficial papers placed on the left side of the folder for record purposes or for safekeeping. These papers may include the original or a copy of transfer orders with copies of the endorsements and travel claims. This side of the folder may also contain discharges, statements of service, naval correspondence, course-completion letters, service school certificates and diplomas, reports of separation from military service, security forms, birth certificates, marriage licenses, court decrees, and much more.

On the left side of the enlisted service record, under the Career Performance Data Separator, NAVPERS 1070/617, you will find the following documents: a certified copy of both the Enlisted Performance Record and the History of Assignments pages from previous enlistments, all performance evaluations and commendations from previous and current enlistments, and copies of DD 214s. File all other official and unofficial papers above the separator in chronological order, with the latest date on top.

- Right side of folder—The pages that make up the actual service record are on the right side of the folder. Beginning with the first (or bottom) pages of the enlisted service record, the pages are in the following order:

  —DD Form 4, Enlistment/Reenlistment Agreement—Armed Forces of the United States (page 1)

  —NAVPERS 1070/601, Immediate Reenlistment Contract (page 1)

  —NAVPERS 1070/621, Agreement to Extend Enlistment (page 1A)

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—NAVPERS 1070/622, Assignment to and Extension of Active Duty (page 1B)

—VA 29-8286, Servicemen's Group Life Insurance Election, or superseding SGLV 8286, Servicemen's Group Life Insurance Election

—NAVPERS 1070/602, Dependency Application/Record of Emergency Data (page 2)

—NAVPERS 1070/603, Enlisted Classification Record (page 3)

—NAVPERS 1070/604, Navy Occupation/Training and Awards History (page 4)

—NAVPERS 1070/605, History of Assignments (page 5)

—NAVPERS 1070/606, Record of Unauthorized Absence (page 6)

—NAVPERS 1070/607, Court Memorandum (page 7)

—NAVPERS 1070/609, Enlisted Performance Record (page 9)

—NAVPERS 1070/612, Administrative Rewards (page 13)

—NAVPERS 1070/615, Record of Discharge from the U.S. Naval Reserve (Inactive) (page 14 inactive)

—DD Form 214, The Certificate of Release or Discharge from Active Duty (page 15)

You can find additional detailed information in the *Naval Military Personnel Manual* (*MILPERSMAN*), *Navy Pay and Personnel Procedures Manual* (*PAYPERSMAN*), and chapter 6 of *Career Information Program Management*, NAVEDTRA 10238-A.

INDIVIDUAL REVIEWS

The responsibility to be sure a service record contains complete, accurate, and up-to-date information is a dual responsibility shared between the personnelman and the individual. However, the person who should be the most concerned about its contents is the individual. Members should periodically review their records to be sure entries such as evaluations, completed courses, recommendations for advancement, and awards are correct. Members should order microfiche copies of their service records for comparison with the paper copy. You can find procedures for ordering a microfiche copy (including a sample microfiche record request form, NAVPERS 1070/879) in chapter 6 of *Career Information Program Management*.

CPO SELECTION BOARDS

The advancement system for senior enlisted personnel differs in significant ways from the system for junior personnel. You need an understanding of the selection board process, the individual's responsibilities, and your responsibilities to help improve your command members' chances for promotions.

PROCEDURES

You will answer thousands of questions about the procedures of the CPO selection board. Unless you have served as a selection board member, you probably don't have a very good understanding

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of the process. The following information will help answer questions:

Composition of Selection Boards

Each selection board consists of a captain who serves as president, a junior officer (from the advancement section of the Naval Military Personnel Command [NMPC]) who serves as a recorder, and officers and master chief petty officers who serve as board members. In addition, several assistant recorders help to be sure of the smooth handling of records. The exact size of a board varies with the availability of temporary additional duty funds, the number of records requiring review, and the time available. Each board usually consists of about 68 members. The board meets in Washington, D.C. Officer board members usually come from the Washington, D.C., area. Enlisted members are usually from out of town. The ratio of in-town to out-of-town members varies from year to year.

The recorder, assistant recorders, the office of the Chief of Naval Operations (CNO) enlisted advancement planner, and the master chief petty officer of the Navy may consult with the entire board about any matter concerning selections. With the board president's concurrence, the recorder divides the board members into panels. Each panel is responsible for reviewing the records of individuals in one general professional area, such as deck, engineering, or medical. Each panel consists of at least one officer and one master chief.

Quota Requirements and Restrictions

Planners from CNO establish a maximum select quota for each rating. The board's goal is to fill this quota by the "best qualified" candidates competing for advancement. The board may not exceed set quotas, but they may not fill all the quotas if they determine a rating doesn't have enough "best qualified" candidates.

Advancement throughout the Navy is vacancy driven. The Navy takes the following factors into consideration when setting up quotas:

- Current inventory. Current inventory is the number of personnel on board versus the Navy's requirement for a rating. Only 3 percent of the Navy's total end strength may be senior and master chief petty officers.

- Total projected losses and gains. Losses reflect the personnel who will be leaving a paygrade during the phasing cycle; for example, fleet reserve, medical discharge, limited duty officer/warrant officer selectees, demotion, or death. Gains reflect those who will enter a paygrade during the phasing cycle, such as voluntary recall to active duty and those remaining to be advanced from the previous cycle. Phasing cycles are September through August for paygrade E-7 and July through June for paygrades E-8 and E-9.

- Growth. Growth is a number that reflects the projected growth of the Navy's authorized allowance during the phasing cycle.

- Funding authorized. This is the number of personnel that Congress authorizes the Navy to pay.

The Department of Defense (DOD) establishes the total active federal military service requirement (TAFMS) a member must meet before advancement to a given paygrade. TAFMS requirements are 11 years for E-7, 16 years for E-8, and 19 years for E-9.

Provisions exist for early advancements. An *early* advancement candidate is one who does not meet the TAFMS minimum service requirement. No more than 10 percent of the total number of sailors in the paygrades E-7, E-8, and E-9 may have less than the prescribed TAFMS. Therefore, a limited number of early selectee quotas are

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available to the selection board based on a percentage of the total selectee quotas. CNO planners check the TAFMS and inform the board of the percentage of early advancements allowed by the Navy in meeting DOD restrictions. The percentage is an overall board figure, not a quota by rate. Some panels may recommend fewer early selectees while other panels may recommend more selectees. They base their recommendations on the average time in service for each rating, which varies yearly.

General Guidance to the Board

The Chief of Naval Personnel convenes each selection board. The CNO, the commander of NMPC, and the enlisted community managers provide input to the board. The career progression department within NMPC controls the board.

Each year NMPC prepares an instruction for the board, called a precept. The precept outlines the selection process and gives general guidance to the board on selection criteria such as equal opportunity considerations. The precept outlines the expected conduct and performance of individuals serving with the board. It also contains an oath to be administered to board members and recorders on convening. The precept varies only slightly from year to year.

Upon convening, the board sets internal ground rules and minimum selection criteria, which each member uses when screening the records of candidates. Boards apply rules and selection criteria equally to each candidate within a rating. Application may vary slightly from rating to rating for many reasons, such as sea duty or lack of it, supervisory opportunities, schooling available, and rotation patterns. The board has freedom to set up its own internal procedures, within the guidelines of the precept, thereby providing for the dynamic nature of the selection process. Boards never divulge their proceedings and recommendations, except as authorized and approved by the Chief of Naval Personnel.

Orientation briefings given to the board cover a wide range of subjects, such as microfiche errors, CWO/LDO selectees, and TAFMS. During the first 2 days, the panel members acquaint themselves with the various materials they will be using and practice evaluating test records.

What the Board Considers

Board recorders give each panel a set of folders for ratings they will consider. Each folder contains a candidate's microfiche record (1E and 2E fiche only), any correspondence sent by the candidate and received by the board before it convenes, and a selection board brief sheet. The brief sheet contains the candidate's name, Social Security number, exam score, time in rate, and time in service. The panel uses the brief sheet to note the candidate's test score (E-7 only), rate, and unit identification code.

A panel member reviews each folder. The panel reviews evaluations covering at least the past 3 years. Depending on the closeness of the competition, the panel may go back further to establish performance trends and to break ties. After the panel reviews an entire rating, the process starts again; each candidate then gets a second review from a different panel member. If two panel members' assessments differ significantly, a third member reviews the folder.

The board may accept correspondence on a candidate up to 2 weeks before the time of convening. This ensures panel members have the latest information about a candidate. A word of caution: the board does not desire special evaluations submitted solely to bolster a candidate's record. If it does not reflect a significant event such as a transfer, personal award, or superior performance, a special evaluation is not helpful. They tend to slow the selection process.

The following are some of the factors considered by the board. These factors change

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only slightly from year to year. DO NOT consider these factors as the only ones that affect selection.

- Evidence of a candidate's professional and managerial excellence at sea or at isolated duty assignments—Although candidates' records should contain evidence of such assignments, candidates need not be serving in a sea duty billet when the board convenes. The board recognizes that some ratings do not offer members an opportunity for sea duty, particularly at senior levels, and takes this into account. The professional breadth gained by individuals who have had a variety of duty assignments, especially those at sea, increases their qualification. However, those having less variety but more demanding tours may be equally qualified. Navy members are assured their careers are not affected unfavorably by important duty assignments for extended periods to meet the needs of the Navy.

- Demanding tours of duty, such as instructors, recruiters, career counselors, recruit company commanders, and all other tours requiring special qualifications—Although candidates presented to the board compete within their ratings, the board understands members are frequently detailed to duty outside of their rating specialties. Many such types of duty require selectivity in assignment and special qualifications.

- Candidates' efforts to improve their education—This includes academic and vocational training received as a result of an individual's initiative during off-duty hours or as a participant in a Navy-sponsored program.

- Sustained superior performance—This is the single most important factor influencing selection. Therefore, the board closely reviews evaluations—marks and narrative—to identify a trend in a candidate's performance. Marks and narrative must correspond on evaluations. The summary ranking indicates to the board how the candidate compares to members of the same paygrade at his or her command. The board gives additional consideration to personal decorations, letters of commendation or appreciation, and so forth. The board also considers the candidate's command and community involvement, as this reflects a well-rounded, career-motivated individual.

- Whether individuals are performing duties commensurate with their rate and are meeting the expectations of professional growth—The candidate's performance in these areas is reflected in the assignments and history of duties recorded on the service record transfers and receipts page and the job description on their evaluations.

- Failure to meet the Navy's physical readiness test and percent body fat standards—This can hinder an individual's selection opportunity.

- Any misconduct or reduction in performance resulting from alcoholism or alcohol abuse—This helps determine a candidate's fitness for advancement; however, advancement will not be denied solely on the basis of prior alcoholism or alcohol abuse, provided the member has successfully participated in a treatment and recovery program.

- Record entries showing disciplinary problems, letters of indebtedness, racial or sexual discrimination, drug abuse, or other behavioral difficulties—Although behavioral difficulties may decrease a candidate's chances of qualification, once the member overcomes these problems, the single most important selection factor is sustained superior performance.

- Test scores (E-7 only)—These scores give the individual's relative standing on the examination compared to other candidates.

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The Slating Process

When a panel completes the review of the entire rating, it rates all the candidates from top to bottom. This is slating. Next, the panel decides where the cut-off will be for people who are appropriate for promotion; it then recommends selectees. When each panel completes the slating process, the entire board receives a briefing on the rating's structure, its job, its peculiarities, the number of candidates considered, and the backgrounds of those people recommended and not recommended for selection. During this briefing, no names are given. This prevents any bias for or against candidates by board members who know them. The entire board votes on the slate. A board must accept a slate by a majority.

Substandard Records Before the Board

During a board's deliberations, some records may clearly show substandard performance or, in the board's judgment, questionable advancement recommendations. In these cases, the board is directed to those candidates by name, activity, and reporting senior and given a concise summary of the circumstances. Depending on the circumstances, the board may refer the candidate to the quality control review board or identify the candidate's command to senior echelon commanders for any action deemed appropriate.

Announcing Selectees

After the board completes all the reviews and approves the selections, a NAVOP announces the selectees. Before releasing the NAVOP, all members sign a written report of the board's recommendations and submit it to the Chief of Naval Personnel for approval. The report must certify that the board followed all instructions and directions in the precept and carefully considered the case of every candidate.

PERSONAL RESPONSIBILITIES

Your command's first class petty officers, chief petty officers, and senior chief petty officers have personal responsibilities that can improve their chances of promotion. The following section was written explicitly to help your personnel understand how these responsibilities can improve their chances for promotion. Copy this section and shotgun it to your troops.

Improving Your Chances

The sailor who decides early that he or she will make the Navy a career and immediately starts "turning-to" on the job will get a head start with selection boards. The following are some suggestions for improving your chances before the board:

- Show evidence of sustained superior performance. Sustained superior performance is the single most important factor influencing your advancement opportunities.

- Get a copy of your microfiche service record and make sure it is up-to-date. This is very important! Do this at least 6 months before the board convenes and at least once during each enlistment.

Note to E-8 and E-9 candidate: Ordering your microfiche record after November may delay placement of your latest evaluation on the microfiche master. Place your order before November.

To request a free copy of your microfiche service record, fill out NAVPERS Form 1070/879 (NAVMILPERSCOMINST 1070.2 contains instructions for completing this form) or write a letter of request. Be sure your letter includes your complete name, Social Security number, and return address. Be sure to sign your request.

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Then mail your request to the following address:

Commander, Naval Military Personnel Command
Attn: NMPC-312
Navy Department
Washington, DC 20370-5312

You should receive your microfiche records from NMPC in about 6 weeks. When your record arrives, look it over carefully, making sure your name and Social Security number are correct on each microfiche. Review the contents of each page, making sure all documents are about you.

The microfiche service record is broken into the following sections:

Fiche	Row	
1E		Professional Service History
	A	Enlistment contracts, extensions
	B	Assignment, classification pages
	C-D	Page 10s and page 13s
	E-F	Discharge, Fleet Reserve, retirements
	G	Miscellaneous enlistment papers
2E		Performance Evaluations, Training
	A-C	Performance evaluations
	D	Page 4s, training, education
	E	Awards, medals, commendations
	F-G	Adverse information, page 6s and 7s
3E		Personal Data
	A	Record of emergency data, insurance information
	B	Page 2 changes
	C	Security clearances, investigations
	D	Miscellaneous
	E	Medical
	F	Out-of-service inquiries, responses
	G	Personal

Some members with broken service may also have a page 4E in their microfiche records. This page contains documents received after discharge. The documents on this page do not appear in any particular order. (*Microfiche pages 3E and 4E are not routinely given to selection boards.*)

The following information will help you keep your record in order:

- Enlisted microfiche service records are normally updated at the end of each enlistment or reenlistment. At that time, your command takes page 4s, 5s, 13s, and so forth, from your paper record and forwards them to NMPC.

- Only E-5 and above evaluations are in your official record. Make sure they are all there.

Updating Your Record

If you find errors or documents missing from your microfiche record, send a correction package to NMPC. If you are selection-board eligible, submit a duplicate package to the board.

NMPC PACKAGE.—Include in the NMPC package all missing evaluations and only those qualifying documents from your previous enlistments which are missing. Remember, no letters of commendation or appreciation dated after 1976 and no letters designating collateral duty assignments go in the microfiche record. Be sure each document is legible and your name and Social Security number appear on each. Outline any other errors found in your record on a letter of transmittal and mail the package to the following address:

Commander, Naval Military Personnel Command
Attn: NMPC-312
Room 3032
Navy Department
Washington, DC 20370-5312

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SELECTION BOARD PACKAGE.—You may submit correspondence directly to the president of a selection board. Your package must reach the applicable selection board 2 weeks before its convening date. The board will review this correspondence along with the microfiche record. This package should contain the same documents as the NMPC package, plus any other appropriate materials you feel are important from your current enlistment. If you desire confirmation of receipt of your package by the selection board, be sure to include a self-addressed, stamped envelope or postcard. All documents submitted are discarded after adjournment of the board. They are not sent for filming and entry in your record. Address selection board packages to the following address:

President, E-7 or E-8/E-9 (as applicable)
Selection Board
Naval Military Personnel Command
Attn: NMPC-221
Navy Department
Washington, DC 20370-5221

Preparing for the Exam Board

Now is the time to start studying for the E-7 exam, even if you don't plan on taking it for a year or so. Keep notes on changes that occur in your rating; when you are eligible for the exam, get a bibliography and study the materials listed there. Your exam score does count! E-7 is the senior *technical* paygrade in the Navy, and no plans are afoot to drop the professional test that qualifies selection-board-eligible candidates.

EXAM CYCLE NAVOP.—An exam cycle NAVOP announces the Navywide examination for advancement in rate. Don't take someone else's word for its contents. Read the NAVOP and familiarize yourself with all requirements for advancement.

E-8 AND E-9 CANDIDATES AND THE ANSWER SHEETS.—E-8 and E-9 answer sheets must be sent to the Naval Education and Training Program Management Support Activity (NETPMSA) for each E-7 and E-8 candidate recommended to the selection board. Be sure your command forwards your answer sheet, or NETPMSA will not know you are board-eligible and your record will not go before the board.

EVALUATIONS.—The importance of the enlisted evaluation cannot be stressed enough. With the establishing of the master chief, senior chief, and chief petty officer selection boards, the enlisted evaluation has become as important to senior enlisted advancement as the fitness report is to officer promotion. The following tips will help you have a better evaluation.

- Keep a personal record of your accomplishments throughout the evaluation period. When asked for input to your evaluation, submit a NAVPERS 161/21, summarizing your activities for the year. Do not depend on your reporting senior to remember everything you did all year because he or she may have many people to evaluate.

- Be sure your input to your evaluation addresses all accomplishments you feel are significant, such as improvements you made, your supervisory ability, and initiatives. Make your input factual and provide enough detail to prevent the omission of pertinent information from the smooth report. The goal of the evaluation is a comprehensive and objective analysis of you and your performance.

- Be sure your input appears in the smooth report as clearly depicting your accomplishments. Flowery generalities can weaken your evaluation.

CM/C RESPONSIBILITIES

"Knowledge is power!" So brief your first class petty officers, chief petty officers, and senior

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chief petty officers on the selection board process; discuss how they can improve their chances for promotion. A good place to start is by you and the individual sitting down and going through his or her service record. Point out the person's strong and weak areas, and discuss ways of improving the weak areas.

ENLISTED ADVANCEMENT PROCEDURES

The Navy enlisted advancement system is the most formalized advancement system of the armed forces and differs considerably from other branches. Unlike the other services, the basis of most advancement opportunities in the Navy is each member's final multiple score in a Navywide competitive advancement cycle. The final multiple score measures the whole person. It is a combination of the person's examination score, performance, and experience. Chapter 5 of the *Educational Services Officer*, NAVEDTRA 10460-A, discusses, in detail, the Navy advancement system. *The Enlisted Advancement System Video Presentation* explains the Navy's advancement system. The video tape is available at all Navy commands with 25 or more enlisted personnel. Order tapes through the Naval Education and Training Support Center, Atlantic (NETCLANT) or NETCPAC for Pacific Fleet Commands. The production identification number for the presentation is 803480ON. Additional information can be found in the advancement handbooks.

ADVANCEMENT HANDBOOKS

The advancement handbooks provide Navy enlisted personnel with information that is essential to their career advancement opportunities. These handbooks provide information for petty officers (by rating) and for all apprenticeships. Your ESO is responsible for ordering and distributing these handbooks.

Advancement Handbook for Petty Officers

The *Advancement Handbook for Petty Officers* (one for each rating) is a convenient tool for personnel studying for advancement. It provides, in one easy-to-use handbook, information petty officers need to prepare for advancement. The handbook explains the Navy advancement system. It contains the naval standards (NAVSTDs), their personnel advancement requirements (PARs), and supporting bibliography and the occupational standards (OCCSTDs), their PARs, and supporting bibliography. The handbooks also contain PARs completion and certification documents. Each person should receive a personal copy (for his or her rating) from the ESO.

Advancement Handbook for Apprenticeships

The *Advancement Handbook for Apprenticeships* is in three parts: Part A not only explains the Navy advancement system, but also introduces the apprentice to new terms, such as paygrade, rating, and rate. Part B introduces NAVSTDs and their supporting bibliography to the apprentice. Part C explains the different apprenticeship OCCSTDs and their supporting bibliography. Your ESO is responsible for providing each apprentice with a personal copy.

PROFILE SHEETS

The examination profile information sheet comes from an analysis of the overall examination results in each rating. The profile sheet provides letter codes showing the relative standing of each candidate on each section of the examination compared with all others taking the examination in the same rating. Use the examination profile sheet with the subject matter section identification sheet. This sheet shows the subject areas covered

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in each section of the examination. Numbering corresponds with the areas on the examination profile sheet and the subject areas contained in the *Manual of Navy Enlisted Manpower and Personnel Classifications and Occupational Standards*, NAVPERS 18068F. By comparing the examination profile sheet and the subject matter section identification sheet, candidates can identify their strengths and weaknesses in comparison with other candidates who took the same exam.

Proper use of the profile sheet will result in a greater knowledge of rating requirements. So get the word out to your troops.

PROFESSIONAL DEVELOPMENT BOARD (PDB)

The primary purpose of the professional development board is to provide a visibly fair and impartial opportunity for enlisted personnel to attain positions of greater responsibility. These positions are commensurate with their potential and consistent with Navy and command manning requirements. Additionally, commanding officers should use the professional development board as an intermediate quality control screening device in matters about the professional development of career personnel.

PROFESSIONAL DEVELOPMENT BOARD COMPOSITION

The permanent PDB members are the command master chief, command career counselor, personnel officer, and educational services officer. The division career counselor and the division officer/division leading chief/division training assistant of the interviewee (as available and appropriate) will attend the PDB meetings. The division representative(s) must be able to provide information to the board and have the authority to incorporate the recommendations of the board. The board may have as many supplemental members as thought necessary to carry out its task.

RESPONSIBILITIES OF THE PROFESSIONAL DEVELOPMENT BOARD

The professional development board provides expertise in complicated striker/advancement/special program procedures not normally available at the supervisory and lower management levels. It is not used to circumvent the chain of command but rather to function within the chain of command to give those personnel requiring its specialized services accurate and up-to-date information and sound advice. Specifically, the professional development board should perform the following services:

- Interview all nondesignated personnel within 6 weeks of reporting to the command to provide guidelines on choosing a career path, advancement procedures, striker information, and courses of action that will benefit the member and the Navy the most.

- Review requests for career path selection of individuals meeting the requirements as prescribed in current directives and forward the recommendations to the commanding officer. The commanding officer makes the final resolution on all recommendations made by the board. If the request is disapproved, make the individual aware of the reasons for the disapproval.

- Set up a follow-up program. As members of the board, the interviewee's division officer, leading petty officer, and division career counselor should monitor, help, and encourage members in making progress toward advancement.

- Schedule all personnel who do not attain paygrade E-3 within 18 months of active duty to

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appear before the board to receive guidance, advice, and training programs to help them.

- Interview individuals desiring special programs, advanced training, and other programs that require a command assessment or endorsement. The board provides recommendations to the commanding officer about the eligibility, suitability, and chance of the individual succeeding in the special program requested.

- Provide advice and/or help to those career personnel who have prolonged advancement selection difficulties and/or problems attaining PQS as required by the command.

REPORTS

Maintain the minutes of each meeting and send them to the commanding officer by way of the executive officer for approval or disapproval. The minutes should contain, as a minimum, progress reports and recommendations concerning all those interviewed.

SCHEDULING BOARD MEETINGS

The size of the command will determine the frequency of the meetings. Remember to schedule meetings at the same time and on the same day each meeting period; for example, at 0900 on the second Tuesday of each month. Publish the meetings and a list of scheduled attenders in the plan of the day.

SUMMARY

This chapter provides you with information about the career information program, the enlisted detailing process, the purpose of service record screening, the CPO selection board process, enlisted advancement procedures, and the professional development board (PDB). Now your job is to get this information out to your enlisted personnel.

REFERENCES

Career Information Program Management, NAVEDTRA 10238-A, Naval Education and Training Program Management Support Activity, Pensacola, Fla., 1990.

Educational Services Officer, NAVEDTRA 10460-A, Naval Education and Training Program Management Support Activity, Pensacola, Fla., 1988.

"E-7/8/9 Selection Board Process," *All Hands* (January 1989): 38-43.

Enlisted Transfer Manual, NAVPERS 15909D, Naval Military Personnel Command, Washington, D.C., 1989.

Navy Retention Program, OPNAVINST 1040.6A, Office of Chief of Naval Operations, Washington, D.C., 1988.

Retention Team Manual, NAVPERS 15878, Chief of Naval Operations, Washington, D.C., 1984.

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CHAPTER 5

NAVY LEADER DEVELOPMENT PROGRAM (NAVLEAD)

All command master chiefs have a responsibility to leave their commands a better place than they encountered when they checked in. One way they can do that is to make a conscious effort to improve the leadership skills of the sailors in that command.

Developing leadership skills is primarily the responsibility of the individual. However, both the command and the Navy have a role as well. The command's role is to ensure that leadership opportunities are provided for all and that the exercise of sound leadership is reflected in counseling and performance evaluations. The Navy's role is to provide formal training at various career points to ensure all sailors are aware of the skills and practices that have identified outstanding Navy leaders. These three elements are what make up the NAVLEAD program.

In this chapter we will discuss the various components of the NAVLEAD program and discuss the command master chief's roles and responsibilities within the program.

—AKCS(AW) Kyle
PROGRAM MANAGER
ENLISTED LEADER
DEVELOPMENT (N-62)

PURPOSE

The Navy Leader Development (NAVLEAD) Program provides continuing leader development for all hands throughout their career. This leader development is no less compelling than their technical progression. The NAVLEAD Program includes the following:

- Individual commitment to self-improvement—Personal leader development is the responsibility of everyone in the Navy. Individuals who lead must actively seek to develop themselves as leaders. Seniors must be conscious that they are models. They must actively mentor, guide, and encourage leadership development in their juniors.

- Command leader development—Effective leader development occurs primarily within your command. Leadership skills develop with practice. Your command must not only require its enlisted personnel to attend leader development courses and promote individual study, it must also encourage them to exercise leadership on a daily basis.

- Formal leader training and education.

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NAVLEAD COURSES

The Navy provides enlisted members the following courses and programs at key points in their careers:

- Navy Command Indoctrination Program
- Petty Officer Indoctrination Course
- Chief Petty Officer Indoctrination Course
- Leading Petty Officer Course
- Chief Petty Officer Course
- Command Master Chief Course

NAVY COMMAND INDOCTRINATION PROGRAM

The goals of the command indoctrination program are to provide command and area-specific information to the new arrivals. This eases their assimilation into the command, motivates them, and makes them feel like a welcome part of the team. Command indoctrination responsibilities begin the moment the individual reports on board. They continue until that person has become an integral member of the command, fully aware of all policies, programs, services, and responsibilities.

It's the responsibility of your command to set up and maintain a Navy Command Indoctrination Program. Your command program should involve the commanding officer, executive officer, and you. It will reaffirm Navy values, performance standards, and expectations.

The *Navy Command Indoctrination Program*, OPNAVINST 5351.1, outlines the essential elements in setting up, upgrading, and evaluating your command program. It also provides a Navy Command Indoctrination Program guide. This guide lists the required actions and subject coverage that make up the minimum essential parts of the Navy Command Indoctrination Program.

PETTY OFFICER INDOCTRINATION COURSE (POIC)

The Petty Officer Indoctrination Course is a mandatory 3-day course taught by local commands and coordinated by the command master chief. Instructors for the course should have formal instructor training or extensive command training team experience.

The course educates newly selected PO3s in a variety of subjects that will help them build a base for self-improvement. The course covers the following nine subject areas:

1. Roles and responsibilities
2. Leadership and management
3. Human behavior
4. Communication skills
5. Navy standards
6. Counseling techniques
7. Discipline
8. Military justice system
9. Navy's personal excellence programs

CHIEF PETTY OFFICER INDOCTRINATION COURSE (CPOIC)

All newly selected chief petty officers must attend the CPOIC before their advancement. The change to chief petty officer is a big step. The CPOIC cannot begin to cover all subjects about the chief petty officer. The intent is to supplement and enforce previous training. The course, which contains 10 chapters, provides newly selected CPOs with the information they need to become effective chiefs. The following paragraphs summarize the information found in each chapter:

- "Introduction to the Chief Petty Officer Indoctrination Course" introduces the subjects

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that the new CPO will learn about during the course.

- "Professionalism" introduces the Navy's program of pride and professionalism. It explains how this concept applies to the relationship between the CPOs and their subordinates, peers, and seniors.

- "Communication Skills" emphasizes effective communication, both oral and written. It examines effective writing, listening, speaking, and the problem of communication breakdown.

- "Management Skills" explains effective personnel management and the relationship of the CPO to the division officer. The aim of this chapter is to identify the traits that enable outstanding CPOs to manage their people effectively.

- "Leadership Skills" identifies the traits that enable CPOs to show and maintain their credibility as leaders. Its purpose is to help them recognize their positive leadership skills and how to apply these skills.

- "Command Climate" explains the CPOs' role within the chiefs' quarters and their commands. It explains how the chiefs can recognize and manage potential problems within the chiefs' quarters, their divisions, and their commands.

- "Counseling" identifies basic counseling skills and how chiefs should apply them to performance and problem counseling. It provides a list of helping resources to help, aid, and assist them in overcoming problems they could meet.

- "CPO Quarters and Messes" explains the function, purpose, and regulations governing CPO messes ashore and afloat.

- "Navy Programs and Policies" provides a brief overview of various Navy programs and policies. These programs promote the morale and welfare of Navy personnel.

- "CPO Uniform History, Requirements, and Regulations" gives a brief history of the chief petty officer rate. It also gives guidelines for the preparation and maintenance of the CPO uniform.

LEADING PETTY OFFICER (LPO) COURSE

The new Leading Petty Officer (LPO) Course is a mandatory, 1-week leadership course taught by specially trained Navy instructors. In addition to teaching specific leadership skills, the course aids senior enlisted people in understanding their leadership role in delegating and coaching junior personnel effectively. The new course is based on established Navy leadership skills.

Beginning in fiscal year 1992, E-6 members eligible for advancement to chief petty officer must have completed either the 2-week LMET Course or the new 1-week NLDP Course.

Requests for waivers will be considered upon application to Commander, Naval Military Personnel Command, based on the following criteria:

- Remote location/isolated duty
- Extended hospitalization
- Members attached to forward deployed units with courses not available
- Other exceptional circumstances (command endorsed)

CHIEF PETTY OFFICER (CPO) COURSE

The new NLDP Chief Petty Officer (CPO) Course is a mandatory 1-week course. It is more

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demanding, while focusing on proven Navy leadership principles. This course uses a "no frills straight to the point" approach and presents the needed information in 5 days. Providing this quality course has lessened the impact on personnel and resources while significantly increasing student throughput.

Beginning in fiscal year 1992, all CPOs competing for advancement to E-8 must have completed the new NLDP Course or the previous 2-week LMET Course. Consideration of waiver requests will be made upon application to Commander, Navy Military Personnel Command, based on the same criteria as the LPO Course.

COMMAND MASTER CHIEF (CM/C) COURSE

The Command Master Chief (CM/C) Course is a 4-day seminar-style course taught through the use of dynamic speakers. The course provides Navy and area-specific information and references required for CM/Cs in the performance of their duties. Course attendance is mandatory for all newly assigned CM/Cs within 6 months after assignment.

SUMMARY

The NAVLEAD Program provides continuing leader development training for all hands throughout their career. It stresses placing as much emphasis on leader development as the Navy places on technical development. This emphasis is long overdue.

REFERENCES

Chief Petty Officer Indoctrination Course, NAVEDTRA 10825-B, Naval Education and Training Program Management Support Activity, Pensacola, Fla., 1989.

Enlisted Navy Leader Development (NAVLEAD), OPNAVINST 5351.2, Chief of Naval Operations, Washington, D.C., 1990.

Navy Command Indoctrination Program, OPNAVINST 5351.1, Chief of Naval Operations, Washington, D.C., 1990.

Petty Officer Indoctrination Course, NAVEDTRA 10820-C, Naval Education and Training Program Management Support Activity, Pensacola, Fla., 1989.

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CHAPTER 6

ASSISTANCE PROGRAMS AND POLICIES

Helping sailors and their families with personal and professional problems contributes directly to mission readiness. A sailor who knows that professional help is available to family members at times of need can devote full attention to the task at hand.

Command master chiefs play a key role in this effort by being aware of and understanding pertinent Navy programs and policies. Their participation as a team member and as a source of advice and support will ensure that the needs of our sailors, their families, and the command are met.

The programs covered in this chapter are of the utmost importance to the welfare of our sailors and their families and, indeed, to how well we accomplish our assigned mission. They cover all areas, from programs designed to help our newly reporting personnel to outlining the types of aid available at times of tragedy and personal loss. They demand our total involvement and full support.

—AVCM Guerrero
FM/C CINCSNAVEUR

ASSISTANCE PROGRAMS

The assistance programs covered in this chapter are important to the welfare of our sailors and their families. You, as command master chief (CM/C), should have an understanding of these programs so that you can advise and support your command. These programs provide Navy policy, guidance, and, in some cases, professional help in a variety of areas. This chapter provides information and references about the following programs:

- Single Parenting
- Family Advocacy
- Family Service Centers
- Ombudsman Program
- Casualty Assistance
- Navy Welfare/Recreation/Afloat Recreation
- Personal Financial Planning
- Housing Entitlements
- Navy Sponsor Program
- Additional assistance organizations

SINGLE PARENTING

Many of our sailors today are single sponsors or military couples with dependents. These family

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situations cause these sailors to make plans that will ensure adequate dependent care while allowing them to travel worldwide. All single sponsors and military couples with dependents must have a formalized dependent care plan. The plan provides regular counseling for all single sponsors and military couples with dependents on the full scope of their responsibilities. Completion of the Dependent Care Certificate (OPNAV 1740/1) identifies designated custodians who will assume responsibility for the members' dependents in their absence.

Success of this policy depends upon positive command support. Coordination of sponsor, overseas screening, and family service programs is essential.

U.S. Navy Single Sponsor/Military Couple with Dependent(s) Dependent Care Policy, OPNAVINST 1740.4, outlines command and individual responsibilities. This instruction provides a dependent care counseling checklist. This checklist is useful in helping your personnel with their planning.

Review related command, ship/station, and area instructions for additional guidance.

FAMILY ADVOCACY

During the early 1970s, the Navy developed an increased awareness of child abuse and neglect. This prompted the Navy surgeon general to advocate a program that dealt with both the medical and social aspects of the problem. In 1976 the Navy set up the Child Advocacy Program within the Navy Medical Department to protect abused, neglected, or abandoned dependent children. In 1979 the Navy redesignated the program as the Family Advocacy Program. It expanded the program to include spouse abuse and neglect, sexual assault, and rape. Soon after, the Navy began to develop formal, servicewide Family Support Programs designed to improve the quality of life for the Navy family.

Family Advocacy Program (FAP), OPNAVINST 1752.2, defines policy and outlines the key elements of the program.

Check local and area instructions about family advocacy for additional information. Another good idea is to visit your local medical treatment facility and base Family Service Center to discuss services they offer your people.

FAMILY SERVICE CENTERS

Navy Family Service Centers (FSCs) are an organizational component within Navy shore activities and commands. Family Service Centers are responsible for the following:

- Providing comprehensive information programs and referral services for Navy families and single service members
- Providing Navy personnel and Navy families with opportunities to achieve a more satisfying quality of life in the Navy
- Ensuring continuing awareness of the importance of the relationship between Navy families and the Navy's ability to execute its mission
- Bringing about close coordination among existing Navy and civilian family support services
- Serving all eligible personnel and their families as set forth in SECNAVINST 1754.1

Family Service Center functions include:

- Information and referral
- Family assistance
- Family education

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- Financial education counseling
- Deployment support
- Family advocacy
- Special needs family support
- Employment aid
- Relocation aid
- Overseas duty support
- Support for Command Sponsor Program
- Support for Command Ombudsman Program

A major function of the Family Service Centers (FSCs) is the prevention of problems and the enhancement of family life. FSCs offer informational, educational, and preventive programs on a continuing basis.

Family Service Center Program, OPNAVINST 1754.1A, defines Navy policy and assignment responsibilities for the administration and support of the Navy Family Service Center Program.

You should visit your local Family Service Center and set up points of contact. Also ask for the names and phone numbers of local civilian agencies that are available for help.

OMBUDSMAN PROGRAM

The Ombudsman Program was first set up in the Navy in 1970. Since its start, it has undergone continual evolution to adapt to the changing needs of Navy commands and their families. The Ombudsman role has changed in its responsibilities for the morale and welfare of the families of the command by serving less in the role of grievance processing. It now serves more as an appropriate resource to help commands in discharging the CO's responsibilities in this area.

The Command Family Ombudsman Program belongs to the command. To a great extent, the shape and direction of the program depend on the commanding officer's perceptions of the needs of the command. The CO appoints the Ombudsman, who works under his or her guidance. The CO determines the priorities of the program, the roles and relationships of those involved in it, and the type and level of support it will receive. The effectiveness of the Ombudsman Program is measured by the service it provides to the command and the command's families.

The *Navy Family Ombudsman Manual*, NAVPERS 15571, provides a section containing suggestions on how to help maximize the benefits of an Ombudsman Program through your support of the Ombudsman. You only have to make one deployment as CM/C to appreciate the efforts of an Ombudsman.

The *Navy Family Ombudsman Program*, OPNAVINST 1750.1B, and the *Navy Family Ombudsman Manual*, NAVPERS 15571, outline the policies and procedures of the Navy Family Ombudsman Program.

CASUALTY ASSISTANCE CALLS PROGRAM (CACP)

The broad purpose of the Casualty Assistance Calls Program (CACP) is to offer support to the next of kin of Navy members involved in a casualty. The CACP offers support in the following ways:

- Assuring the next of kin of the Navy's interest in their well-being
- Showing concern for members reported missing while the search for them is underway
- Extending sympathy in the case of death

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- Helping survivors adjust to the new conditions these tragic circumstances have imposed upon them.

The Navy seeks to accomplish this through personal visits by a uniformed Navy representative called a Casualty Assistance Calls Officer (CACO). (Only an officer with a minimum of 2 years of active duty or a qualified senior enlisted member of paygrade E-7 or above may serve as a CACO.) Persons given the task of CACO normally assume this responsibility as their primary duty; it takes precedence over all other assigned duties. *Casualty Assistance Calls Program (CACP) Manual*, NAVMILPERSCOMINST 1770.1, explains the detailed responsibilities of the CACO and the procedures for operating the program. *Casualty Assistance Calls and Funeral Honors Support (CAC/FHS) Program Coordination*, OPNAVINST 1770.1, contains the command coordination responsibilities for the Casualty Assistance Calls and Funeral Honors Support Program. Review command instructions concerning casualty assistance for additional guidance.

NAVY WELFARE/RECREATION/ AFLOAT RECREATION

Morale, welfare, and recreation programs (MWR) provide a comprehensive approach to the improved quality of life of military personnel (active and retired), their families, and civilian personnel associated with the armed forces. DOD policy advocates a comprehensive MWR program for activities that accomplishes the following:

- Maintains a high level of esprit de corps
- Enhances job skills
- Contributes to military effectiveness
- Aids in recruitment and retention
- Aids in transition from civilian to military life
- Promotes and maintains physical, mental, and social well-being
- Encourages constructive use of off-duty leisure time
- Provides community support programs and activities for military families

Responsibility for Morale, Welfare, and Recreation (MWR) Programs in the Navy, OPNAVINST 1700.7D, defines the responsibility for policy, overall coordination, and execution of Morale, Welfare, and Recreation (MWR) Programs within the Navy. *Administration of Recreation Programs Afloat*, NAVMILPERSCOMINST 1710.31, provides policy and guidance for the administration and management of afloat recreation services and funds.

Encourage your command members to take advantage of the many opportunities offered by these welfare and recreation programs. Develop ideas that encourage participation. For example, if given the opportunity to learn the various sports and hobbies offered by MWR, many young sailors would take part in these programs. Therefore, you could encourage participation by having a "beginner's night" where a knowledgeable person provides instructions.

Remember, a good idea is one that works for you. The problem isn't the program. The problem is lack of participation. So generate some enthusiasm. Be creative. Get those sailors out from in front of those televisions and involved in a sport or hobby.

NAVY PERSONAL FINANCIAL MANAGEMENT PROGRAM (PFM)

Management of personal finances is becoming increasingly difficult for Navy members in today's

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complex and sophisticated marketplace. Easy credit, high-pressure sales tactics, clever advertising techniques, and other consumer gimmicks compete for our hard-earned resources. These factors, plus a lack of basic consumer skills and resultant mismanagement of available income, all contribute to financial difficulties met by a growing number of Navy personnel. About 50 percent of all military members experience some level of financial difficulty at one or more times in their career. Financial problems force some sailors into bankruptcy. Financial problems have a serious negative effect on Navy members and their families. Since these problems also adversely affect unit morale, retention, and readiness, the Secretary of the Navy directed development of a program to address this issue.

The Navy's Personal Financial Management Education, Training, and Counseling Program is a comprehensive and integrated program. This program helps Navy personnel develop sound financial skills. It provides a cohesive, standardized, and proactive approach to helping members with financial concerns.

The program consists of three major elements: financial education, training, and counseling. The program introduces basic financial management principles at officer and enlisted accession points. These principles are reinforced and enhanced at the command or unit level. Each command has a trained command financial specialist (collateral duty) to coordinate the program and aid in providing financial information, training, and counseling to command members. Some Family Service Centers serve as training sites for the command financial specialists in partnership with Navy Relief. All Family Service Centers serve in a counseling and education role for members and their spouses.

The Navy and its members have a joint financial management responsibility. We expect sailors to pay their just financial debts. The Navy promotes financial practices and habits of thrift among its members. It also provides them the tools with which to develop these practices and habits. The Personal Financial Management Program is set up to meet the Navy's responsibilities.

Be sure your command has enough specialists to provide this needed training. Also check the local Navy Family Services office for additional points of contact for help.

HOUSING ENTITLEMENTS

The Navy provides berthing for 130,000 single sailors at 179 shore/overseas shore locations at an annual cost of $125 million. The Secretary of the Navy and the Chief of Naval Operations are dedicated to the modernization and new construction of single quarters to meet current and future housing requirements.

Adequacy, Assignment, Utilization, and Occupancy of Navy Unaccompanied Personnel Housing (UPH), OPNAVINST 11103.1, outlines Navy policy on the adequacy, assignment, utilization, and occupancy of single quarters. Naval base/naval air station (local) instructions contain guidance for assigning voluntary separated personnel (VSP) to single quarters.

The principal goal of the Department of Defense (DOD) Family Housing Program is to make sure members of the armed forces with dependents have suitable housing. To achieve this, DOD has adopted a policy of relying on the local civilian housing market in communities near military installations as the primary source of housing for military families. Military family housing is constructed only in locations where the civilian housing market cannot meet the needs of the local military community. Construction is approved by the Secretary of Defense and appropriated by Congress.

Assignment and Utilization of Navy-Managed Military Family Housing (MFH), OPNAVINST 11101.13H, outlines assignment procedures and utilization criteria for family housing. Your local family housing office can provide you with additional local rules and guidelines.

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NAVY SPONSOR PROGRAM

The Navy Sponsor Program was set up by the Chief of Naval Operations in 1970 to ease the move of naval personnel and their families when transferred on permanent change of station (PCS) orders. *Navy Sponsor Program*, OPNAV .NST 1740.3A, provides guidance for all commands and units in taking an active part in the Navy Sponsor Program.

A well-administrated program can ease the difficulties met by naval personnel and their families during each PCS move. A dynamic command Navy Sponsor Program shows new members that the command believes they are important. It has a positive impact on the attitude of the new members and their families. Remember, first impressions are usually lasting ones.

ASSISTANCE ORGANIZATIONS

You can obtain additional assistance for service members and their families from the following groups:

- Chaplain Corps
- Navy Relief
- Red Cross
- USO
- YMCA/YWCA
- Wives Clubs

Visit the local offices of these organizations and discuss the services they provide for your personnel and their families. Then place notes in your command's Plan of the Day about these organizations and the services they provide.

SUMMARY

Various programs provide help to our sailors and their families. These programs aid everyone from newly reporting personnel to fleet reserve/retirement eligible personnel. However, they don't replace the chain of command's responsibility of caring for personnel; they only provide additional help and expertise. The command still has the responsibility of caring for its own.

REFERENCES

Adequacy, Assignment, Utilization, and Occupancy of Navy Unaccompanied Personnel Housing (UPH), OPNAVINST 11103.1, Chief of Naval Operations, Washington, D.C., 1982.

Administration of Recreation Programs Afloat, NAVMILPERSCOMINST 1710.31, Navy Military Personnel Command, Washington, D.C., 1988.

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General Military Training (GMT), OPNAVINST 1500.22D, Chief of Naval Operations, Washington, D.C., 1987.

Navy Family Ombudsman Manual, NAVPERS 15571, Naval Military Personnel Command, Washington, D.C., 1988.

Navy Family Ombudsman Program, OPNAVINST 1750.1B, Chief of Naval Operations, Washington, D.C., 1986.

Navy Sponsor Program, SECNAVINST 1740.3A, Secretary of the Navy, Washington, D.C., 1983.

Responsibility for Morale, Welfare, and Recreation (MWR) Programs in the Navy, OPNAVINST 1700.7D, Chief of Naval Operations, Washington, D.C., 1988.

U.S. Navy Single Sponsor/Military Couple with Dependent(s) Dependent Care Policy, OPNAVINST 1740.4, Chief of Naval Operations, Washington, D.C., 1984.

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CHAPTER 7

LEGAL MATTERS

The command master chief will invariably advise and/or conduct training on legal matters. I cannot overstate the role you play. It is crucial that the command master chief know the various legal programs, their purposes, and their goals. You must set the example and maintain standards. This chapter introduces and defines the broad scope of military legal programs ranging in extra military instruction (EMI) to captain's mast and courts-martial. The command master chief is a key to good order and discipline.

—ABCM Carter
COMNAVAIRLANT FM/C

LEGAL ASSISTANCE

A legal assistance program providing needed legal advice and aid to Navy personnel and their dependents has been in operation since 1943. The program has improved the morale of personnel and reduced disciplinary problems. Department of the Navy policy is to maintain this program to be sure persons are aware of their legal rights and obligations. The program also helps military personnel and their dependents get adequate legal advice and services from within the military service. Navy legal service offices and your command legal officer provide these services.

ELIGIBILITY

Legal assistance is available to members of the armed forces of the United States and their dependents. It is also available to military personnel of allied nations serving in the United States, its territories, or possessions.

Legal assistance is primarily for the benefit of personnel during active duty. However, it is also available to retired military personnel, their dependents, and survivors of members of the armed forces who would be eligible were the service member alive. In overseas areas, it is available to certain civilians and their dependents when and if the workload of the legal office makes such services possible. These civilians must be other than local-hire employees who are in the employ of, serving with, or accompanying the United States armed forces.

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SERVICES PROVIDED

Navy legal service offices provide the following services:

FUNCTION	SERVICE PROVIDED
• General court-martial	
Preliminary processing (preliminary inquiry, drafting charges, reference to article 32 investigation).	Help to command in drafting charges and reviewing preliminary inquiry.
Conduct article 32 investigation.	Provision of a judge advocate as the investigating officer or counsel for the investigation and provision of defense counsel as appropriate.
Forward charges.	Advice to command.
Pretrial advice.	Aid in preparation.
Conduct trial and prepare record.	Arrangement for military judge; provision of trial and defense counsel and reporter. Handling of all aspects of conduct of trial, including its preparation and the authentication of record.
Review of record for convening authority.	Aid as requested.
Promulgation of court-martial; post-trial actions.	Aid as requested.
• Special court-martial	
Preliminary processing (preliminary inquiry; drafting charges).	Aid to local command, help in drafting charges, review of preliminary inquiry.
Reference of charges to trial.	Advice.

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FUNCTION	SERVICE PROVIDED
• Special court-martial—Continued	
Conduct trial and prepare record.	Arrangement for military judge; provision of trial and defense counsel and reporter. Handling of all aspects of conduct of trial, including its preparation and the authentication of record.
Convening authority (CA) action and promulgation of orders.	Aid to command; help in preparation of CA action.
Post-trial legal actions.	Aid as requested.
• Summary court-martial	
Preliminary processing (preliminary inquiry; drafting charges).	Aid to command, help in drafting charges, review of preliminary inquiry if any.
Reference of charges to trial.	Advice.
Conduct trial and prepare record.	Aid to summary court-martial (SCM). Provision of a defense counsel and an SCM upon request for convening authorities.
Convening authority action and promulgation of orders.	Aid to command.
• Nonjudicial Punishment	
Preliminary processing (preliminary inquiry; preparation for mast).	Aid to command.
Conducting mast hearing.	General advice.
Preparation of letters of censure.	Aid as requested.
Preparation of cases for forwarding on appeal.	Advice to command.

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FUNCTION	SERVICE PROVIDED
• *Judge Advocate General (JAG) Manual Investigations*	
Appointment.	Advice to command.
Conduct investigation.	Advice to investigating officer. Provision of counsel for boards; counsel for parties; and reporter, as requested, for formal investigations and courts of inquiry.
Prepare report and, if required, record of proceedings.	Advice; supervision of preparation of record.
Review and action by convening authority and reviewing authority.	Advice to command.
• Claims	
Appointment of investigating officer.	Advice to command.
Conduct investigation.	Advice to local command.
Review of adjudication of claim.	Conduction of review, adjudication if within authority, and forward of record as appropriate.
Litigation reports and memoranda of law.	Preparation and forward of reports and memoranda to Office of the Judge Advocate General (OJAG) or cognizant U.S. attorney as requested.
• Legal Assistance	
Provide legal assistance to active-duty military personnel, their dependents, and retirees in the area.	Provision of legal assistance to all personnel and their dependents in the area. Visitation of outlying commands for the purpose of providing legal assistance on a regularly scheduled basis.

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FUNCTION	SERVICE PROVIDED
• Admiralty Cases	
All functions.	Advice to command.
• Administrative Boards	
Counsel as requested.	Provision of counsel as requested.
• Physical Evaluation Boards	
Conduct hearing.	Provision of counsel for evaluees; provision of counsel for boards as requested.
• Miscellaneous Legal Problems of Command	
Advice and assistance to commands in administrative law matters such as labor law and environmental law.	Advice and assistance as requested.

LEGAL POLICIES

As CM/C you should have a good understanding of legal policies about various subjects. The information provided on the following subjects should improve your understanding:

- Search and seizure
- Nonjudicial punishment
- Standards of conduct
- Privacy act
- Indebtedness
- Nonsupport of dependents

SEARCH AND SEIZURE

The Fourth Amendment to the Constitution protects individuals and their property from unreasonable searches and seizures. If anyone violates an individual's rights by an unreasonable search or seizure, the evidence is not admissible in court. Search and seizure are two separate acts, although they occur together.

Search

The definition for *search* is "a quest for incriminating evidence." Three elements are required for a search:

1. A government agent acting in an official capacity must conduct the search.

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2. The accused must have a "reasonable expectation" of privacy of the property searched, such as his or her person or private property or property under his or her control in a barracks room or locker.
3. The agent must conduct the search with the intent of obtaining specific incriminating evidence. Therefore, a bona fide inspection is not a search.

A bona fide inspection must be conducted for the purpose of maintaining good order and discipline, health, welfare, and so forth. It must be random or thorough; it cannot be a "fishing" expedition. It must be scheduled on the basis of a reasonable belief that circumstances exist which threaten a substantial portion of the command.

Six types of legal searches are authorized:

1. Search incident to lawful apprehension
2. Consent search
3. Exigency search
4. Search by authority of commanding officer (CO)
5. Search based on probable cause
6. Search pursuant to civilian warrant

SEARCH INCIDENT TO LAWFUL APPREHENSION.—During a lawful apprehension you may search the suspect and the area under the suspect's immediate control to prevent the suspect from grabbing a weapon or disposing of evidence.

CONSENT SEARCH.—A consent search is a search with the intelligent and voluntary consent of the property owner. The consent must be voluntary; the use of coercion is prohibited. The owner must give intelligent, written consent after being given a warning. The searchers must tell the owner who they are, the reason for the search, the items they are searching for, and that the owner has every right to refuse and demand CO authorization. Military requirements for warnings are more severe than civilian. The owner or person who has expectation of privacy in that property must give consent. A barracks manager cannot give permission to search an occupied barracks room. Who *can* give consent? This is a tricky question; if you have any doubt, contact your local JAG office.

EXIGENCY SEARCH.—An exigency search is conducted under circumstances demanding immediate action to prevent removal or destruction of evidence. The basis of the search must be probable cause. Basically, this is the reasonable belief that a search will locate evidence that may be removed or destroyed if immediate action is not taken.

SEARCH BY AUTHORITY OF COMMANDING OFFICER.—Commanding officers may order a search of any government property under their cognizance, regardless of its location. If the property, such as a motor vehicle, is used for a government purpose, the CO needs no probable cause. If the property, such as a wall locker or government housing, is used for a nongovernment purpose, then the CO must have probable cause. Though government-owned, property assigned for personal use gives the individuals to whom it is assigned an expectation of privacy.

The CO may order a search of private property owned or controlled by a person subject to the *Uniform Code of Military Justice* (*UCMJ*) if the property is found on a military base. The military base may be located within the United States or anywhere outside the United States or its possessions. The CO must have probable cause to order these searches. The CO may not order a search of off-base property belonging to personnel within the United States or its possessions. The CO also may not order a search of property of individuals not subject to the *UCMJ*, unless that property is on base.

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PROBABLE CAUSE.—Probable cause is the reasonable belief that the commission of an offense has occurred and that you will find seizable items (evidence) on the person or in the place you are to search. You must present the CO with the facts that show probable cause. This should be done by sworn statements in writing; however, this may also be done orally. The commanding officer's search order should include the facts that were the base for probable cause, a description of the place of search, and items you expect to seize.

SEARCH PURSUANT TO CIVILIAN WARRANT.—A judge or magistrate issues a civilian search warrant—a court order allowing police officials to search private property. The civilian equivalent of a commanding officer's authorized search, the search warrant is issued only with evidence of probable cause. The warrant must contain a description of the place to be searched and the items to be seized. If the property to be searched is aboard federal property, a federal judge or magistrate must issue the search warrant.

Seizure

Seizure is the taking of physical custody of an object. You may seize two groups of objects. The first group is objects that are evidence of a crime, such as murder or assault weapons, burglar tools, diaries, stolen goods, and bloody clothing. The second group is contraband, such as narcotics; liquor, in some cases; false I.D.s; and illegal weapons. You can always seize and keep contraband even when done illegally and when it is not admissible in court. You do not have to return contraband to the accused. You should give it to the proper authorities for disposal or dispose of it yourself.

You can find additional information on search and seizure in part 3 of the *Manual for Courts-Martial* (*MCM*).

NONJUDICIAL PUNISHMENT

Nonjudicial punishment (NJP) is better known in the Navy as captain's mast, or mast. This is a term from the early sailing days when the usual setting for carrying out naval justice was on the weather deck in front of the ship's main mast.

Many people have difficulty understanding nonjudicial punishment. It appears to be arbitrary punishment by the commanding officer because no trial is involved and it is peculiar to the military. However, NJP is a highly structured and objective form of justice. The commanding officer uses NJP to look out for the welfare of the accused as well as to give punishment.

Commanding officers are given authority to conduct NJP under article 15 of the *UCMJ* for two reasons. One reason is the authority of all commanding officers must match their responsibility and accountability. The other reason is commanding officers can use NJP to help maintain good order and discipline by using it as a tool to deal with minor infractions of the *UCMJ*. NJP convictions, unlike court-martial convictions, are not federal convictions.

The authority to impose punishment (defined by article 15, *UCMJ*) is vested in commanding officers, officers in charge of detached units of a command, and officers to whom the delegation of authority is made. Only flag officers may delegate authority to impose punishment.

Commanding officers who are 0-4 and above may impose NJP on all military personnel of their command. An officer in charge and commanding officers who are O-3 and below may impose punishment only on enlisted personnel. Any person, unless attached to or embarked on a vessel, may, before imposition, refuse NJP and demand a court-martial.

Your involvement will normally be with more mast cases than courts-martial. So let's talk about the elements of mast. They include pre-mast advice to accused, pre-mast restraint, pre-mast screening, the NJP hearing, and punishment.

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Pre-Mast Advice to Accused

Officers who contemplate imposing nonjudicial punishment upon an accused must be sure the accused is informed of this possibility. They must also be sure the accused is informed within a reasonable time of the report of the offense. Failure to advise the accused properly in this regard may make any later nonjudicial punishment invalid.

Details concerning required pre-mast advice to an accused can be found in section 0104d of the *JAG Manual*. Pre-mast advice must include the following as a minimum:

1. The offense(s) the accused is suspected of having committed
2. That the commanding officer is contemplating mast for the alleged offense(s)
3. That, if the accused is not attached to or embarked in a vessel, he or she has a right to demand court-martial instead of mast
4. That, if the accused accepts mast, he or she will receive a hearing where he or she will be given the following rights:
   - To be present before the officer conducting the hearing
   - To have his or her rights under article 31b, *UCMJ*, explained
   - To be advised of the offense(s) of which he or she is suspected
   - To be present at the presentation of all information against him or her either by testimony of a witness in person or by the receipt of his or her written statement(s), copies of which are furnished to the accused
   - To have available for his or her inspection all items of information like physical or documentary evidence to be considered by the officer conducting the hearing
   - To have full opportunity to present any matter in mitigation, extenuation, or defense of the offense(s) of which he or she is suspected
   - To be accompanied at the hearing by a personal representative to speak in his or her behalf, provided by him or her, who may, but need not, be a lawyer
5. That, if punishment is imposed, he or she has a right of appeal
6. That, if he or she demands trial by court-martial, the charges against him or her may be referred to court-martial

The Navy has no preset forms the accused must use to acknowledge receipt of the above pre-mast advice. However, some commands may establish local forms for this purpose. On the other hand, some of the above pre-mast advice is found on the first page of the *Report and Disposition of Offense(s)*, NAVPERS 1626/7. For example, one section provides a place for an acknowledgement by the accused. The acknowledgement verifies that the accused has been advised of the nature of the offense(s) charged against him or her. It also verifies that the accused has been advised of his or her right to remain silent under article 31b, *UCMJ*. In any event, when you provide for written acknowledgement of pre-mast advice, having the person acknowledge the witness of the written acknowledgment and the receipt of such warnings is important. If the accused refuses to sign an acknowledgment, have the witness attest to the giving of the warnings and the refusal of the accused to acknowledge. In such a case, you should probably use a witness who has no connection with disciplinary administration.

Pre-Mast Restraint

Reason dictates that physical restraint of offenders charged with minor offenses isn't required in most instances. However, extreme cases (a chronic unauthorized absence [UA] offender, for example) may require some type of

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pre-mast restraint. Most ship or station regulations set up local guidelines for deciding when restraint is required. They also specify those officials who have the authority to decide.

Pre-Mast Screening

The case must now touch two more bases before it is ready for the commanding officer to hear. Referral is made to an officer for a preliminary inquiry, after which screening is done by the executive officer (XO).

At small commands, cases are referred almost automatically to division officers for the preliminary inquiry. At large commands, the discipline officer or the legal officer appoints the preliminary inquiry officer (PIO). The job of the PIO isn't to develop a case against the accused. Rather, it is to collect all available facts about the offense itself and the background of the accused. The PIO completes section E of the NAVPERS 1626/7, including the following information:

1. A short resume of the division officer's opinion of the accused
2. The names of the witnesses whose presence the PIO thinks are necessary to dispose of the case at mast
3. A recommendation for disposition of the case
4. A summary of the evidence that supports the recommendation

The recommendation of the PIO is not binding on the commanding officer.

The XO may screen the case by holding an informal hearing or may merely review the record of the accused and the report chit. If given the power by the commanding officer, the XO may dismiss the case, but may NEVER impose punishment.

At the XO's screening mast, again the accused is advised of the right to refuse NJP and demand a trial by court-martial. Article 15, *UCMJ*, does not give this right to persons attached to vessels. The accused may elect at any time before imposition of punishment to refuse NJP and demand a court-martial. It is then possible for a person to elect not to demand trial by court-martial at XO's mast, but later at captain's mast, at any time before imposition of punishment, to demand a court-martial. Case law requires that a suspect be provided the opportunity to discuss with counsel the legal results of accepting or refusing NJP. If the suspect is not provided that opportunity, then the record of any punishment imposed will not be admissible in any later court-martial proceeding.

The NJP Hearing

No prescribed procedure exists for the conduct of captain's mast. In practice, the tone of the hearing depends upon the officer conducting the hearing. Although the formal rules of evidence do not apply, enough evidence must be presented to "convince" the CO by a preponderance of the evidence. Three provisions are mandatory in the conduct of NJP hearings. First, all essential parties must be present during mast. Second, certain actions must be carried out to ensure the rights of the accused. Third, the CO must decide what action to take to resolve the case.

ESSENTIAL PARTIES.—An officer empowered to impose NJP must conduct mast. The accused must be present except in two special cases. First, if the command has a distant outlying subunit, the commanding officer may appoint an officer at the subunit to hold the hearing. The officer must then submit a report of the hearing to the commanding officer who makes the determination based on the report. Second, the record of a court of inquiry or other formal fact-finding body may be used instead of a hearing. The accused receives all rights of a party before the fact-finding body. Witnesses need not be present; their written statements are acceptable as

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evidence. However, the accused must be furnished a copy of any such written statements.

MANDATORY MAST ACTIONS.—The accused should have been advised earlier in the proceedings of the charges against him or her. The accused should also have been advised of his or her rights under article 31, *UCMJ*, and of the right to refuse NJP (if not attached to or embarked in a vessel). Even so, each mast should begin with the commanding officer's reciting of these charges and rights and the accused's acknowledging that he or she understands these rights. Information against the accused must be presented by testimony of witnesses or by their written statements. All items of physical or documentary evidence the commanding officer considers must be made available to the accused. The accused must be afforded a full opportunity to present any matters in mitigation, extenuation, or defense of the suspected offense.

The accused has a right to be accompanied at the article 15 hearing by a personal representative to advise him or her and to make a statement on his or her behalf. An accused who wishes to have a personal representative must arrange for the representative's presence. Such a representative may, but need not be, a lawyer.

CO'S ACTIONS.—The commanding officer has a graduated course of actions available. The CO might take no action if evidence indicates "good cause" to postpone action pending further investigation. If determined that the accused has not committed the offense, the CO will dismiss the charges. The CO may determine that the accused has committed the offense but that punishment is inappropriate. In this case, the CO will dismiss the case with a warning, which is not "punishment" within the purview of article 15, *UCMJ*. Similarly, the CO may issue a nonpunitive admonition or reprimand. The next most serious action the CO may take is to award one or more of the punishments discussed immediately following this section.

The CO may determine that the case is too serious to handle at mast, a course which offers its own set of determinations. The CO may refer the case to a summary (SCM) or special (SPCM) court-martial if so empowered to convene such a court. Finally, if empowered to convene summary courts-martial or, of course, special or general courts-martial, the CO may refer the case to a pretrial investigation per article 32, *UCMJ*, if the case is serious enough to consider a general court-martial (GCM).

Punishment

If proven that the accused is guilty of the offense and that punishment is appropriate, the CO has wide latitude under article 15, *UCMJ*, in imposing punishment.

Article 15, *UCMJ*, specifies the following nine types of punishments the CO may impose under appropriate circumstances. These punishments have limitations based upon the commanding officer's rank and the status of the offender as outlined in the MCM.

RESTRICTION: Restriction is the least severe form of deprivation of liberty. It involves moral rather than physical restraint. Generally, restricted members continue to perform their military duties and report to a specified place to make sure the punishment is properly completed. Both officers and enlisted members may receive restriction.

ARREST IN QUARTERS: This punishment also involves moral rather than physical restraint. It is imposed only on commissioned or warrant officers by flag or general officers in command or an officer exercising general courts-martial (GCM) authority. The limits of the restriction may be broader than the specific living quarters of the offender. If they are not specifically broadened, the limits of the restriction are those of the living quarters. An officer under arrest in quarters may be required to perform certain duties. Article 0811

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of *Navy Regulations* prohibits the exercise of military authority by such an officer over any person who might otherwise be subordinate.

CORRECTIONAL CUSTODY: Correctional custody is the physical restraint of persons during duty or nonduty hours, or both, and may be given only to nonrated persons. It may include extra duties, fatigue duties, or hard labor. SECNAVINST 1640.7C, which contains Navy policy about the serving of the punishment, imposes strict conditions on the housing and rehabilitation of persons in correctional custody.

CONFINEMENT ON BREAD AND WATER OR DIMINISHED RATIONS: This punishment is given only to nonrated personnel attached to or embarked in vessels. Maximum duration is 3 days.

ADMONITION AND REPRIMAND: The Navy has two degrees of punitive censure in increasing order of severity: namely, admonition and reprimand. When imposed on enlisted personnel, punitive censure may be by either oral or written communication. When imposed upon commissioned and warrant officers, it must be written communication.

REDUCTION IN GRADE: A reduction in grade, or "bust," is the most severe form of NJP. A member may be reduced only one grade as a result of a single mast appearance. The commanding officer may not reduce Navy members E-7 and above and Marine Corps members E-6 and above by NJP.

EXTRA DUTIES: Extra duties are those enlisted members perform in addition to their normal assignments. Extra duties normally should not exceed 2 hours a day. After performing extra duties, the offender receives liberty—unless, of course, the person's liberty has been curtailed. Personnel do not perform extra duties on Sundays, although Sundays count in computing the number of days worked. They do perform extra duties on holidays.

FORFEITURE OF PAY: A forfeiture of pay involves the permanent loss of entitlement of a specific amount of pay. Only basic pay and sea or foreign duty pay are subject to forfeiture.

DETENTION OF PAY: A detention of pay is much less severe than forfeiture because the member will get the detained money back at the end of the period of detention. This period may not exceed 1 year and may, in no case, extend beyond the expiration of the member's current enlistment. Only sea or foreign duty pay and basic pay may be detained.

FINES: Since a fine is not an authorized punishment at NJP, it cannot be awarded.

STANDARDS OF CONDUCT

Standards of conduct are guidelines issued by the Department of the Navy about relationships between naval personnel and civilian interests doing business with the Department of Defense. The standards of conduct cover the following situations:

- Conflict of interest
- Use of position/information/facilities
- Gratuities
- Honoraria
- Gifts to superiors
- Outside employment
- Gambling
- Indebtedness

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Navy personnel will abide by the following general rules of conduct:

- Become familiar with limitations on private and official activities
- Adhere strictly to the standards
- Seek legal advice in case of doubt
- Refrain from using or appearing to use public office for private gain
- Refrain from giving or appearing to give preferential treatment to any person or entity
- Refrain from impeding or appearing to impede government efficiency/economy
- Refrain from making or appearing to make government decisions outside of official channels
- Refrain from doing or appearing to do anything that adversely affects the confidence of the public in the integrity of the government

If violations of the standards occur, those in authority may take certain actions. These actions include administrative actions for minor infractions and criminal actions for severe cases. You can refer to *Standards of Conduct and Government Ethics*, SECNAVINST 5370.2J, for additional information.

PRIVACY ACT

The Privacy Act of 1974 provides protection for an individual's privacy from unwarranted invasion. In keeping with this act, the Department of the Navy has established a policy to do the following:

- Ensure all of its personnel at all levels of command or authority follow the Privacy Act
- Collect, maintain, and use only the personal information needed to support a Navy function or program
- Keep only that personal information which is timely, accurate, complete, and relevant to the purpose collected
- Let individuals have access to, and certain copies of, all or any portions of their records, subject to exemption procedures authorized by law and SECNAVINST 5211.5C
- Let individuals request amendment of their records when they find discrepancies proven to be erroneous, untimely, incomplete, or irrelevant
- Let individuals request an administrative review of decisions that deny them access or amendment to their records
- Be sure adequate safeguards are used to prevent misuse, unauthorized disclosure, alteration, or destruction of personal information in records
- Maintain no records describing how individuals exercise their rights guaranteed by the First Amendment unless authorized as follows:
  - By statute
  - By the individual about whom the record pertains
  - Within the scope of a law enforcement activity
  - For the maintenance of certain items of information about religious affiliation for members of the naval service who are chaplains

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SECNAVINST 5211.5C contains revised policies, conditions, and procedures that protect personal information kept by the Department of the Navy in systems of records. It covers the collecting, safeguarding, maintaining, using, accessing, amending, and sending out of personal information.

INDEBTEDNESS

Members of the naval service must pay their just financial debts in a proper and timely manner. Members of the naval service are not by virtue of their military status relieved from a continuing obligation to obey pertinent civil laws. They must also follow the terms of applicable civil court orders, decrees, or judgments.

The Navy has established policy to promote habits of thrift and financial responsibility. It encourages all members of the naval service to conduct their financial affairs in such a manner as to reflect credit upon the naval service.

Refer to the *Naval Military Personnel Manual*, NAVPERS 15560A, article 6210140, for detailed information and guidance about the financial responsibilities of Navy members.

NONSUPPORT OF DEPENDENTS

The Navy will not act as a haven for personnel who disregard or evade obligations to their legal dependents. All members should provide adequate and continuous support for their lawful dependents. They should follow provisions of separation agreements and valid court orders. Failure to do so can result in court-martial proceedings and may lead to separation from the naval service.

You will probably have to deal with these problems with a few of your sailors. Refer to article 6210120 of the *MILPERSMAN* for help and additional information.

ADMINISTRATIVE SEPARATION PROCEDURES

You must follow several procedural requirements during administrative separation processing. Failure to do so may cause the Naval Military Personnel Command (NMPC) to reject or upgrade a discharge or to return it to your command for reprocessing. Having your "problem children" hang around an extra 6 weeks for reprocessing can be embarrassing and create morale problems.

Administrative board procedures are found in *MILPERSMAN*, article 3640300. The purpose of these procedures is to be sure a service member receives an administrative discharge only after "due process of law."

Three classes of procedures are used for administrative separation (ADSEP) processing: notification procedures, administrative discharge board procedures, and special procedures. The two classes you will most often deal with in the fleet are notification procedures and administrative discharge board procedures.

NOTIFICATION (MILPERSMAN, ARTICLE 3640200)

Commanding officers will notify their personnel of the grounds for separation processing in writing. This notice will list the following information:

1. The specific reasons for separation
2. Whether the member will receive a discharge, receive a release from active duty, or be sent to a Reserve component
3. The least favorable type of discharge authorized
4. The right to receive copies of documents submitted to the discharge authority
5. The right to submit statements
6. The right to consult with counsel

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7. The right to request a board if the respondent has 6 or more years in service
8. The right to waive items 4 through 7 above
9. A statement that processing will continue if the member goes UA

The respondent receives at least 2 working days to respond and may request an extension if there is good cause. (A request format is found in the *MILPERSMAN*.)

ADMINISTRATIVE BOARD (MILPERSMAN ARTICLES 3640300 AND 3640350)

Administrative Discharge Board procedures start with the requirement of written notice to the respondent. This is similar in content to the notice used with notification procedures. This notice informs the member of his or her right to have the case presented before a board. It also directs that the member elect whether or not he or she wants a board.

The respondent has a right to have his or her case presented before a board if either of the following conditions is met:

- The nature of the discharge is such that it mandates a board. For example, if the worst discharge a person could receive is other than honorable (OTH), the respondent has a right to a board. This situation most often arises when processing is for misconduct. Another processing class that mandates the right to a board is homosexuality, even though most discharges given under this category are honorable or general discharges.

- The respondent has 6 or more years of total military service. In this situation, a board is permitted even if the grounds for processing are relatively minor and would normally involve only notification procedures. The board is permitted for relatively minor grounds because of the amount of time the respondent has invested toward a career.

GROUNDS FOR SEPARATION

The Navy has many grounds for separation from the service. The following is a list of these grounds along with the *MILPERSMAN* articles governing each:

- Expiration of obligated service—*MILPERSMAN*, article 3620150
- Changes in service obligations—*MILPERSMAN*, article 3620100
- Convenience of the government—*MILPERSMAN*, article 3620200
- Dependency/hardship—*MILPERSMAN*, article 3620210
- Pregnancy or childbirth—*MILPERSMAN*, article 3620220
- Parenthood—*MILPERSMAN*, article 3620215
- Surviving family member—*MILPERSMAN* articles 3620240 and 3620245
- Designated physical and mental conditions—*MILPERSMAN* articles 3620270 and 3620275
- Separation of aliens—*MILPERSMAN*, article 3620260
- Minority—*MILPERSMAN*, article 3620285
- Erroneous enlistment—*MILPERSMAN*, article 3620280
- Fraudulent entry—*MILPERSMAN*, article 3630100

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- Other defective enlistment—*MILPERSMAN*, article 3620283
- Entry level performance and conduct—*MILPERSMAN*, article 3630200
- Unsatisfactory performance—*MILPERSMAN*, article 3630300
- Homosexuality—*MILPERSMAN*, article 3630400
- Drug abuse and alcohol abuse rehabilitation failure—*MILPERSMAN*, articles 3630500 and 3630550
- Misconduct—*MILPERSMAN*, article 3630600
- Drug abuse—*MILPERSMAN*, article 3630620
- Separation in lieu of court-martial—*MILPERSMAN*, article 3630650
- Security—*MILPERSMAN*, article 3630700
- Separation in the best interest of the service—*MILPERSMAN*, article 3630900
- Obesity—*MILPERSMAN*, article 3620250

CORRECTION AND DISCIPLINARY PROGRAMS

The Navy's correctional and disciplinary programs consist of extra military instruction, restriction, correctional custody units (CCUs), and brigs.

EXTRA MILITARY INSTRUCTION

Extra military instruction (EMI) is instruction in a phase of military duty in which an individual is deficient. The intent of the instruction is for and toward correction of that deficiency. Assignment is made only if intent is to accomplish that result. It is a bona fide training technique. It is not for use as a substitute for judicial (court-martial) action or nonjudicial punishment (NJP). It must logically relate to the correction of a deficiency in performance. You must observe the following limitations when conducting EMI:

- Normally conduct EMI for no more than 2 hours per day.
- Conduct EMI at a reasonable time outside normal working hours.
- Conduct EMI only for the length of time necessary to correct the performance deficiency.
- Conduct no EMI on the service member's Sabbath.
- Do not use EMI for depriving the service member of normal liberty to which the member is otherwise entitled. If authorized, a service member may start normal liberty upon completion of EMI.
- When assigned during normal hours, EMI is not limited to any particular grade or rate.
- Only the commanding officer or officer in charge has the authority to assign a person to perform EMI after normal working hours. That authority should be delegated to appropriate officers and petty officers in connection with their duties and responsibilities only if authorized by the Chief of Naval Operations.

RESTRICTION

Restriction is punishment received from captain's mast (article 15, UCMJ) that

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limits the member's movement to a prescribed area.

The severity of a restriction depends upon the breadth of the area to which the member is limited as well as the duration of the restriction. If limits are drawn too tightly, they may amount to either pretrial arrest or arrest in quarters instead of restriction. Pretrial arrest cannot be imposed as punishment, and arrest in quarters is not an authorized punishment for enlisted persons.

CORRECTIONAL CUSTODY UNITS (CCU'S)

Correctional custody is one of the most serious deprivations of liberty authorized as a punishment under article 15, *UCMJ* (captain's mast). However, it does not leave the offender with the stigma associated with confinement or a court-martial.

Correctional custody is a rehabilitation process for enlisted personnel. Its purpose is to correct the attitude and motivation of personnel. The process involves a regiment of hard work; intensive counseling; and physical, motivational, and attitudinal training conducted in a strict military environment. Personnel should be assigned correctional custody based on the following guidelines:

- It should be assigned only to those sailors who are salvageable.
- It should not be assigned to sailors who are awaiting court-martial or administrative discharge.
- Members must have more than 7 months left on enlistment.
- Members must be E-1 to E-3.

Those assigned to correctional custody must take the following items with them to their assignment:

- Full seabag, less peacoat
- Minimum of $30.00
- No-cost TAD orders
- Service record with page 7 and 9 entries; page 13 entry needed if sentence is deferred (up to 15 days)
- Dental and health records
- Certificate of having received fit-for-full-duty physical within 24 hours
- Military ID card
- Copy of report chit

BRIGS

The mission of all Navy correction units is to restore the maximum number of prisoners to duty at the earliest time. This better prepares them to perform useful, offense-free service and thus salvages the individual member. In port, this saves the money and effort spent in recruiting, training, and disciplining.

Waterfront brigs confine the following persons:

- Those placed in pretrial confinement
- Prisoners serving confinement on bread and water or diminished rations for up to 3 days
- Prisoners scheduled for return to duty

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- Prisoners with 30 days or less remaining in confinement who are scheduled for discharge
- Persons awarded correctional custody at captain's mast (article 15, *UCMJ*)

Manual for the Operation of a Waterfront Brig/CCU, OPNAVINST 1640.9, lists the requirements of commands for assigning their personnel to a waterfront brig or CCU. It provides detailed information on the operational procedures and policies of the brig or CCU.

SUMMARY

We have discussed various legal matters including legal aid, legal policies, administrative separation procedures, and correctional and disciplinary programs. You should become familiar with the *Manual for Courts-Martial (MCM)*, *UCMJ*, *JAG Manual*, and all local and regional instructions about legal matters. Remember, if you don't know the answer to a legal matter, seek help from your local legal services office. Good luck.

REFERENCES

Manual for Courts-Martial, United States 1984, Manual of the Judge Advocate General, JAGINST 5800-7B, Office of the Judge Advocate General, Washington, D.C., 1978.

Manual for the Operation of a Waterfront Brig/CCU, OPNAVINST 1640.9, Chief of Naval Operations, Washington, D.C., 1990.

Naval Military Personnel Manual, NAVPERS 15560A, Naval Military Personnel Command, Washington, D.C., 1987.

Personal Privacy and Rights of Individuals Regarding Records Pertaining to Themselves, SECNAVINST 5211.5C, Office of the Secretary of the Navy, Washington, D.C., 1987.

Standards of Conduct and Government Ethics, SECNAVINST 5370.2J, Office of the Secretary of the Navy, Washington, D.C., 1989.

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CHAPTER 8

PUBLIC AFFAIRS

There are many different ways a command master chief can get his or her message out to the command. None are easier to use, reach a wider audience, or offer more flexibility and creativity than those provided through the public affairs network.

Base newspapers, squadron newsletters, familygrams, video talk shows, or self-generated publications can give the command master chief the opportunity to put messages in an interesting, entertaining, and informative format. Journalists at the public affairs office will be glad to give any guidance or aid necessary for using the internal media.

Dealing with the friendly JO from the public affairs office is a lot different from dealing with a reporter from the outside media. Prepare yourself. There will be occasions when, as the senior enlisted member of your command, you will have the dubious honor of being the command spokesperson at a press conference. You may have several different media representatives present or go one on one in a taped interview. Either way, what you say and how you say it has huge potential to be interesting reading or viewing for a civilian audience that may or may not be familiar with the "Navy way." This chapter will arm you with a few facts to help you develop credibility with the press and become a confident spokesperson for your command.

—AVCM(AW) D. R. Bushey
MCPON

POLICY

The policy of the Department of Defense (DOD) is to make available timely and accurate information to the public, the Congress, and the mass media. The availability of such information enables people to assess and understand the mission of the Navy and its importance to national security. In the DOD's execution of this policy, the following principles of information dissemination apply:

- Information is readily and fully available, consistent with statutory requirements, unless its release is prevented by current and valid security classification. The Navy supports the provisions of the Freedom of Information Act in both letter and spirit.
- A free flow of general and military information is available, without censorship or propaganda, to the men and women of the armed forces and their families.

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- Information is not classified or otherwise withheld merely to protect the government from criticism or embarrassment.

- Information is only to be withheld when disclosure would adversely affect national security or threaten the safety or privacy of members of the armed forces.

- The DOD's obligation to provide the public with information on its major programs may require detailed public affairs planning and coordination within the department and with other government agencies. The sole purpose of such activity is to rush the flow of information to the public—propaganda has no place in DOD public affairs programs.

The Navy carries out the DOD's public affairs policy through three commonly accepted functional applications: public information, internal information, and community relations. Unless intended solely for the internal audience, a public affairs plan calls for action in all three functional areas, with management attention to the supporting elements.

PUBLIC INFORMATION

Public information is the collection, analysis, and dissemination of unclassified, official, and otherwise releasable information to the public and the news media. Public information also involves feedback from the public, such as the monitoring of media coverage of Navy, Marine Corps, and defense matters.

INTERNAL INFORMATION

Internal information is the essential function of command and an integral part of the Navy retention effort. It is the means by which an organization sets up, maintains, and employs two-way channels of communication that link leadership and the people of the organization. The Navy's internal audience consists of active-duty military personnel and their families; civilian employees; and Naval Reserve, Marine Corps Reserve, and retired persons and their families. Internal information refers to both the formulation of messages or themes for command members and the means by which we communicate these messages.

COMMUNITY RELATIONS

Community relations refers to an array of activities that place Navy personnel and hardware in direct contact with the public. The actual conduct of a sound, goal-oriented community relations program varies considerably from one command to another for many reasons. Among these reasons are the command mission, the allowable degree of public access, and the local public attitude toward the military. Events that provide opportunity for direct interface with the public and local issues that divide or unite the military and the community also cause a variation.

TYPES OF MEDIA

To get the maximum use of and cooperation with the media, you must become familiar with their capabilities and limitations. Your command public affairs officer holds this responsibility. However, in the performance of your duties as CM/C, you should have an understanding of the different types of external and internal media.

Types of external media:

- Radio
- Television
- Newspapers

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- Magazines

Types of internal media:

- Armed Forces Radio
- Armed Forces Television
- Ship and station newspapers
- Bureau, systems commands, and office magazines
- Military-oriented publications
- *Stars and Stripes*
- American Forces Press Service
- Department of Defense pamphlets
- Navy newsgrams

FLEET HOME TOWN NEWS PROGRAM

The Fleet Home Town News Program provides the most effective and economical production and distribution of information about individual sea service members to their hometown news media. These releases emphasize the accomplishments and activities of the individual—not the command. We find policy, instructions, and guidance for participation in the program in *Instructions and Policy Concerning Fleet Home Town News Program*, SECNAVINST 5724.3.

POLICY FOR RELEASING OF INFORMATION

Chapter 5 of *Public Affairs Policy and Regulations*, SECNAVINST 5720.44A, defines policy for releasing information, including routine information, sensitive information, and crisis situation information.

Releasing of information is a very sensitive issue. Be very careful! Normally, the safest way to handle requests for information is to refer them to your public affairs officer.

INTERVIEWS

Interviews, either in person or on the telephone, usually involve a single reporter and a single newsmaker. Immediate correction of misunderstanding or misconception is the clear advantage of the interview over other forms of news dissemination. Reporters derive real benefit from interviews by protecting exclusive stories from competitors.

SECNAVINST 5720.44A contains procedures for the arrangement and conduct of interviews. Review these procedures before participating in any interviews with the media.

SUMMARY

This chapter discusses public affairs policy, types of media, policy on releasing information to the media, the Fleet Home Town News Program, and interviews. Remember, when in doubt consult your public affairs officer and the references provided in this chapter.

REFERENCES

Department of the Navy Public Affairs Policy and Regulations, SECNAVINST 5720.44A, Secretary of the Navy, Washington, D.C., 1987.

Instructions and Policy Concerning Fleet Home Town News Program, SECNAVINST 5724.3, Secretary of the Navy, Washington, D.C., 1986.

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CHAPTER 9

ENLISTED PERFORMANCE EVALUATION SYSTEM

Evaluations are a reasonably specialized form of literature. They encompass many writing styles. The author must condense into one page the significant contributions, covering both professional and leadership traits, for an entire year. This is no small feat. One must be a proficient writer and observer to do justice in writing evaluations on his or her peoples' performance.

No other item impacts on individuals' careers more than the evaluation. Flowery words are useless. Be honest, be concise—tell it like it is. Remember, for most career decisions about individuals, the only representative they have is their evaluation.

Command master chiefs involve themselves in various aspects of the evaluation process. You probably will chair the evaluation review board and a peer-ranking board. Always remember evaluations are serious business. They have a lasting effect on your peoples' career.

—MCPO Allchin
CINCPACFLT FM/C

PURPOSE OF EVALUATIONS

The Enlisted Performance Evaluation Report is the single most significant personnel tool in the enlisted record. It is a periodic recording of an individual's qualifications, performance level in comparison to contemporaries, conduct, and prospects for increased responsibilities. Its primary use is by Commander, Naval Military Personnel Command (NMPC), in making advancement and assignment decisions. Commands also use it to determine eligibility for the Good Conduct Medal, eligibility for reenlistment, and the type of discharge a person will receive. Various selection boards use performance evaluation reports to help them select members for advancement, continuation on active duty, and appointment to commissioned status. They also use the reports to help them select members for assignment to special duties and special educational programs. We cannot overemphasize the importance of the evaluation process. It demands command attention.

EVALUATION PREPARATION

Although you submit evaluation reports on an annual basis, you should develop information for these reports on a day-to-day basis. Develop methods to gather, in a systematic way, enough data on which to base a comprehensive and accurate evaluation of individual performance. Referral to this information when you are preparing evaluations will ease the stress in trying to recall all the facts on an individual's performance. It will also ensure inclusion of factual information. Important are the

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individual's contributions to the overall achievements of the command. Also important are his or her contributions to the division or unit as a whole throughout the period of the evaluation.

Your command members should submit their evaluation inputs to their leading petty officers (LPOs) or leading chief petty officers (LCPOs) using the Enlisted Performance Evaluation Report Individual Input Form, NAVPERS 1616/21. This form provides space for individuals to list various achievements and off-duty involvements (that is, off-duty education, awards, and community involvement).

NAVMILPERSCOMINST 1616.1A provides information governing the requirements and technical instructions for preparation and submission of enlisted evaluations.

EVALUATION TRAITS

Individual E-6 through E-9 members must be ranked against their peers in various areas called traits. The evaluation section containing traits in combination with the evaluation comments section (Block 56) is the most significant part of the evaluation report. Members are graded in the following individual traits:

- Military knowledge/performance
- Rating knowledge/performance
- Initiative
- Reliability
- Military bearing
- Personal behavior
- Human relations, including equal opportunity
- Speaking ability
- Writing ability
- Directing
- Counseling
- Management (CPOs only)
- Overall evaluations

RANKING

You must rank the top 50 percent of your command's E-6 through E-9 personnel who receive a rating of 4.0 overall. You no longer have to include a separate justification in the comments section for an overall 4.0 mark.

While ranking is mandatory for the top 50 percent, seniors have the discretion to rank up to 100 percent of personnel receiving overall 4.0 marks.

Personnel in the following categories are grouped and ranked separately:

- Frocked
- Selected for a commissioning program

Personnel with an approved Fleet Reserve or retirement date are grouped separately and are not ranked.

Your command should have a ranking procedure that allows fair ranking of members. It should place emphasis on job performance, personal achievements, educational achievements, awards received, and community involvement.

You can adapt the following peer-ranking worksheet to your command needs. You can place your own point value to each area. This is only a sample.

NOTES: _____

RANKING WORKSHEET

Name _____ Rate _____

Marking Area	Max Points (Determined by command)	Assigned Points (Determined by command board)
Professional performance (including initiative/reliability)		
Military bearing:		
Appearance		
Performance		
PRT		
Strength of evaluation facts, accomplishments, overall performance, etc.		
Awards:		
Letters		
NAM		
NCOM		
Collateral duties:		
Command		
Departmental		
Command involvement		
Education:		
Military		
Civilian		
Community involvement		

best copy available

COUNSELING AND REVIEWS

The Enlisted Performance Evaluation Report cannot be the sole method of advising service members of their performance. Throughout the evaluation period, the command must regularly counsel members about their professional growth and development. We recommend at least a mid-year review. You should provide positive feedback, discuss specific weaknesses, and provide suggestions for improvement. You, as CM/C, should strongly encourage your LPOs and LCPOs to be sure to counsel each new arrival on the command's expectations of them. Sailors will normally follow the rules if they know the rules. The day they sign their evaluation is not the time for them to find out about expectations of them.

Frequency of providing counseling should have its basis on an individual's need. Most commands provide counseling upon a member's arrival and then again, at a minimum, once each 6 months. Each command should be sure to provide ample counseling to its people.

WRITING GUIDES

The following instructions and guides are available to your command to help senior personnel in writing evaluations:

- NAVMILPERSCOMINST 1616.1A—This instruction issues guidance governing the requirements and technical instructions for preparing and submitting Enlisted Performance Evaluation Reports.

- *Better Naval Writing*, OPNAV-09B-P1-84—This is a workbook for chapter 1 of the *Navy Correspondence Manual*. This workbook will help writers improve their writing skills.

- Commercial Evaluation Writing Guides—These guides provide writers with helpful phrases and bullets they may use in writing evaluations. They also provide sample write-ups to show the writer how they might word them. They are usually available at your Navy Exchange.

SUMMARY

The Enlisted Performance Evaluation is the most significant personnel tool in the enlisted record. It has a great impact on an individual's promotions, assignments, and retention. This chapter discusses preparation of the evaluation, counseling of individuals, and the use of writing guides and instructions. Remember, your people work hard. You should be sure they receive a fair evaluation for their performance.

REFERENCES

The Navy Enlisted Performance Evaluation System, NAVMILPERSCOMINST 1616.1A, Navy Military Personnel Command, Washington, D.C., 1989.

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CHAPTER 10

COMMAND AWARDS AND RECOGNITION

Command Awards and Recognition Programs are among the most important programs administered. Commands that place emphasis on recognizing their people will reap the rewards of having increased professionalism and a more effective crew. Navy surveys say the number one reason people get out of the Navy is family separation, followed closely by pay and benefits issues. However, when I visit a ship with low retention, the sailors are usually unhappy for several reasons, not just family separation. When I visit the ship next to them that has high morale and good retention, family separation is not an issue. Ask yourself why. The sailors aboard that ship deploy the same and get paid the same. The style of ship and living conditions are the same. What's the difference? RECOGNITION. It feels good to be appreciated and wanted.

Recognition, in whatever form, of special efforts on the part of an individual or group is vitally important to morale and increased professionalism. It provides a visual stimuli for individual efforts and encourages an overall team effort that results in good morale.

—AVCM(AW) D. R. Bushey
MCPON

TYPES OF AWARDS

Many types of awards are available for commands to use in recognizing their people's achievements. Among these are cash awards, gifts, the Sailor of the Year (SOY) Program, meritorious mast, letters of appreciation and commendation, and command innovative awards.

CASH AWARDS

Cash Awards for Military Personnel for Suggestions, Inventions, Scientific Achievements and Disclosures, OPNAVINST 1650.8C, covers the Military Cash Awards Program (MILCAP). All active-duty Navy personnel, U.S. Naval Academy midshipmen, officer candidates, and members of the Naval Reserve in an active status are eligible to participate in the program.

Any suggestion, invention, or scientific achievement that contributes to economy, efficiency, or other improvements in government operations is eligible for award consideration.

Members can receive either a cash award (up to $25,000) or noncash recognition in the form of a letter of commendation or appreciation. They also may receive the Navy Commendation or Navy Achievement Medal.

GIFTS

Commands often award gifts to members for outstanding achievements. Some examples are 96-hour liberty, command ball caps, and

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command plaques. Commands must be sure they don't exceed the maximum gift value.

SAILOR OF THE YEAR (SOY) PROGRAM

The Sailor of the Year (SOY) Program recognizes the very best all-around sailors from all eligible paygrades (E-4, E-5, and E-6). Sustained superior performance, type of duty, leadership, self-improvement, command and/or community involvement, and appearance are all key facets of the best all-around sailor. You can find guidelines and procedures for the SOY Program in *Sailor of the Year (SOY) Program*, OPNAVINST 1700.10E.

MERITORIOUS MAST

Meritorious mast is an effective tool the command can use to recognize individual superior performance. You should strongly encourage your command to use it.

LETTERS

Make wide use of letters of appreciation and commendation to recognize our sailors' outstanding performances. Remember to award these letters as soon after the performance as possible. Quick recognition will greatly improve the morale of both the awardee and other command members.

COMMAND ADVANCEMENT PROGRAM

The Command Advancement Program (CAP) allows commanding officers of ships, squadrons, mobile units, and staffs of the operating forces to provide substantive recognition for superior performance. Personnel receive this recognition while under the rigors of the operating environment experienced at sea during the ship's forward deployment.

Command Advancement Program (CAP), BUPERSINST 1430.17C, gives policy, eligibility requirements, and administrative procedures for the program.

PREPARING RECOMMENDATIONS FOR AWARDS

Any officer having knowledge of an act, achievement, or service by a person that may warrant an award may recommend that person for an award or a military decoration. However, the officer must be senior to the person recommended.

Timely recommendation is essential to a successful award system. Officers should prepare recommendations for personal decorations on the standard award recommendation form (OPNAV 1650/3, Rev. 3-76), unless they submit the recommendation electronically.

The *Navy and Marine Corps Award Manual*, SECNAVINST 1650.1E, contains instructions for completion of these forms.

PUBLIC AFFAIRS OFFICER (PAO)

Your command public affairs officer (PAO) is responsible for providing local base and hometown newspapers with news releases, news stories, and photographs about your people's awards and recognition. Remember to inform the PAO of all events involving awards and recognition of your people to ensure they receive media coverage.

SUMMARY

Commands that recognize and award their people for outstanding achievements and performance enjoy a high command morale. We achieve this recognition through various programs and avenues. The key is to recognize your people.

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This recognition improves retention, advancement, recruitment, and the job performance of your command personnel. All personnel should get the recognition they deserve.

REFERENCES

Cash Awards for Military Personnel for Suggestions, Inventions, Scientific Achievements and Disclosures, OPNAVINST 1650.8C, Office of the Chief of Naval Operations, Washington, D.C., 1988.

Command Advancement Program (CAP), BUPERSINST 1430.17C, Bureau of Naval Personnel, Washington, D.C., 1988.

Sailor of the Year (SOY) Program, OPNAVINST 1700.10E, Chief of Naval Operations, Washington, D.C., 1987.

United States Navy and Marine Corps Awards Manual, SECNAVINST 1650.1E, Office of the Secretary of the Navy, Washington, D.C., 1985.

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CHAPTER 11

COMMAND FINANCE

In our daily lives we often have desires we cannot afford. We find ourselves in a situation in which our finances direct how we live and make decisions. This is also true in doing our duty as command master chiefs.

You must understand 5-year POM cycles, or you will always find yourself trying to do fixes but having a lack of funds.

You must be familiar with OPTAR and O&MN funds to do pleasing things for your sailors and to do them within legal parameters.

We spend our naval career learning a rating skill, but very few ratings will have a personnel advancement requirement for the nonappropriated and appropriated fund systems.

As I stated in the beginning of this introduction, money has a strong hold on what we do and how we make decisions. It is of utmost importance that we understand what funding is available from appropriated funds when we do battle for quality-of-life issues for our sailors and their families. It is important that we understand where nonappropriated funds come from and their disbursing method.

You can be the best leader in the world, but the managers of funds can ruin your day. This chapter will not make you a financial wizard, but it will help you understand financial language.

—AVCM(AW) D. R. Bushey
MCPON

THE NAVY BUDGET

In peacetime the availability of funds, requested by the President and appropriated by Congress, is the limiting factor in the determination of the size of the fleet. This includes constructing new ships and planes, planning for research and development, and attaining the proper degree of readiness in hundreds of programs designed to provide capable naval forces.

Now that you see the importance of the budget, let's discuss the budget process; the annual Navy budget preparation; the Five-Year Defense Program; operation and maintenance, Navy (O&MN) funds; and the operating target (OPTAR).

THE BUDGET PROCESS

The process of reviewing and adjusting budgets is similar regardless of whether analysts in the Department of the Navy or the Department of Defense/Office of Management and Budget makes the review. This process can be broken down into five basic steps:

1. Issuing of guidance
2. Preparing budget estimates and/or budget exhibits
3. Reviewing and analyzing budgets
4. Making adjustments
5. Submitting approved programs to the next level for review

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Preparation of the annual budget estimate of the Navy follows 11 main steps:

1. The Director of the Office of Management and Budget requests that the Secretary of Defense submit the Department of Defense budget estimate for the following fiscal year.

2. The Secretary of Defense provides policies, assumptions, and guidelines for budget preparation, including overall strategic concepts and force levels. Developed by the Joint Chiefs of Staff, these policies, assumptions, and guidelines direct the Secretary of the Navy in the preparation of the budgetary requirements of the Department of the Navy.

3. The Secretary of the Navy determines the Department of the Navy policies and directs preparation of, and reviews and approves, the Navy program goals.

4. With the help of the Comptroller of the Navy, the Chief of Naval Operations and the Commandant of the Marine Corps prepare the Navy's program goals for issue to the offices, bureaus, commands, and headquarters of the U.S. Marine Corps. At that time the Comptroller of the Navy issues a "call for estimates," requesting the offices, bureaus, commands, and headquarters of the U.S. Marine Corps to submit their requirements and the estimated cost to meet the Navy program goals.

5. The Comptroller of the Navy holds hearings and reviews the estimates of the offices, bureaus, commands, and headquarters of the U.S. Marine Corps to assure propriety, soundness, economy, and compliance with the goals. The Comptroller then makes revisions as required and provides instructions about the form and content of final estimates and justifications.

6. The Secretary of the Navy, after review and revision by the Budget Advisory Committee, approves and sends the Department of the Navy budget estimate to the Secretary of Defense.

7. The Comptroller of the Department of Defense holds hearings, reviews the budget estimate, coordinates the budgets of all the military departments, and recommends the Secretary of Defense's budget to the Office of Management and Budget.

8. The Director of the Office of Management and Budget reviews the estimates and justifications, makes revisions to show the policy of the President, and prepares the President's budget document for submission to Congress by the President.

9. The President's budget submission to Congress is first sent to the House of Representatives and then to the Senate for thorough review and investigation. An appropriation bill, containing the budget figures as changed through agreement between the House and the Senate, passes Congress and is sent to the President for his signature.

10. When signed by the President, the appropriation bill becomes a law and an Appropriation Act.

11. Upon receipt of a copy of the Appropriation Act, the Treasury Department draws an appropriation warrant and forwards it to the General Accounting Office for countersignature. The General Accounting Office analyzes the Appropriation Act. Each appropriation warrant, if determined to be under the law, is countersigned, the amount recorded, and the countersigned warrant returned to the Treasury Department. The Treasury Department records the amount of each appropriation. A copy of each warrant is sent to the Navy Department as a notification that the appropriation is available for obligation and expenditure.

FIVE-YEAR DEFENSE PROGRAM

The Five-Year Defense Program (FYDP) sets up the planned force structure and financial levels for the military departments for a 5-year period. To permit the making of meaningful decisions, the Defense Program provides for collecting and controlling information concerning planning and

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programming and resultant actions. Information is then classified under one of the following programs:

- Strategic forces
- General-purpose forces
- Intelligence and communications
- Airlift and sealift
- Guard and Reserve forces
- Research and development
- Central supply and maintenance
- Training, medical, and other general personnel activities
- Administration and associated activities
- Support of other nations

These programs are divided into groups called "program elements." All operations of the Department of the Navy, represented by the departmental organizations, field activities, and operating forces, are assigned to one or more program elements.

The annual budget request uses information compiled from the Five-Year Program. So you can see the importance of planning for future requirements and getting your command's input sent through the chain of command for consideration in the Five-Year Program. Including your request in the Five-Year Program does not ensure its funding. Funding levels for the annual budget directly affect your proposals to the Five-Year Program.

OPERATION AND MAINTENANCE, NAVY (O&MN) FUNDS

The Navy Cost Information System groups each activity or unit assigned a unit identification code (UIC) into classes. The activity or unit is classified into either a Five-Year Defense Program (FYDP) or a specific budget activity within an FYDP and (with few exceptions) into a specific program element. Therefore, except for military personnel costs, operational funding of activities, ships, squadrons, or other operating units is entirely from the subhead applicable to the individual activity's program classification. Most of the operating forces fall within the following FYDP:

- Strategic forces
- General-purpose forces
- Intelligence and communication

These operational funds are O&MN funds. You should discuss your CM/C funds of interest with your command supply officer or supply chief; for example barracks rehabilitation funds and TAD funds. Again, talk to the experts.

OPERATING TARGET (OPTAR)

The term *operating target* (OPTAR) is generally defined as an estimate of the amount of money an operating ship, a staff, a squadron, or some other unit requires to perform its task and function assignments. OPTAR is not your budget.

Each type commander is responsible for the financial management of all ships, squadrons, and other units under his or her command. This responsibility includes financial planning, analyses of unfilled orders (obligation expenditures), monitoring of expenses, and performance reporting. Operating budgets will not be issued to

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individual ships, aviation squadrons, units, or staffs. If necessary in the administrative control of funds or for measuring performance with the present financial plan, type commanders may set up an operating target (OPTAR) amount for each subordinate element. When an OPTAR amount is set up, phrasing should not be in such language as to be construed as creating an operating budget. For small units such as submarines, even though they have individual unit identification codes, type commanders, group commanders, or submarine tenders perform administration of the OPTAR rather than the individual craft or boat.

NONAPPROPRIATED VERSUS APPROPRIATED FUNDS

The simple approach to discussing the difference between nonappropriated and appropriated funds is to define each type of fund.

NONAPPROPRIATED FUNDS

Nonappropriated funds are those derived from the financial resources of all the official or quasi-official morale, welfare, and recreation organizations; certain resale activities; and other authorized organizations set up as morale support activities. Members' dues, sales of products, and profits from operations generate these financial resources. Some of these organizations and activities are Navy Exchanges, officers' messes, enlisted men's clubs, civilian cafeterias, and special services programs.

APPROPRIATED FUNDS

Appropriated funds are those allocated by the Appropriation Act to develop program requirements and execute approved programs. Appropriated funds are used only for purposes specified by Congress. Transferring funds from one appropriation to another is unlawful, unless expressly provided for by Congress.

SUMMARY

This chapter has provided information on the budget process, the annual Navy budget, and the Five-Year Defense Program. We discussed O&MN funds, OPTARs, and the difference between appropriated and nonappropriated funds. Our intent is to provide you with a basic understanding of these areas. Your command supply officer or supply chief is your best source for technical information concerning your command's finances.

REFERENCES

Financial Management of Resources Fund Administration, NAVSO P-3013-1, Office of the Comptroller, Washington, D.C., 1977.

Financial Management of Resources Operating Procedures, NAVSO P-3013-2, Office of the Comptroller, Washington, D.C., 1983.

Navy Comptroller Manual, NAVSO P-1000, Office of the Comptroller, Washington, D.C., 1988.

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CHAPTER 12

UNIFORMS

While all CPOs and POs are responsible for compliance with uniform regulations, the command master chief is the person who sets the standard for individual commands. It is essential that the command master chief be the resident expert on uniform matters.

Note that the personal appearance of your crew is the first item noticed by visitors to your ship. Slovenly appearance and unkept uniforms are unmilitary and unprofessional and always point to poor order and discipline. I see uniform appearance and personal grooming as a major responsibility of the command master chief.

—SKCM(SS) Meyers
FM/C COMSUBLANT

GOVERNING INSTRUCTION

United States Navy Uniform Regulations, NAVPERS 15665G, is the sole source governing the wearing of U.S. Navy uniforms. So, let's familiarize ourselves with the manual's content and format.

CONTENT

The *United States Navy Uniform Regulations* (*Uniform Regs*) manual contains descriptions of all authorized U.S. Navy uniforms and the proper manner of their use. This manual is issued by direction of the Chief of Naval Operations. It carries the force of a general order.

FORMAT

Uniform Regs consists of one volume containing 12 chapters:

Chapter 1—General Uniform Regulations
Chapter 2—Grooming Standards
Chapter 3—Men Officers Uniforms
Chapter 4—Women Officers Uniforms
Chapter 5—Men Chief Petty Officers Uniforms
Chapter 6—Women Chief Petty Officers Uniforms
Chapter 7—Men E-1 through E-6 Uniforms
Chapter 8—Women E-1 through E-6 Uniforms
Chapter 9—Rank/Rate Insignia
Chapter 10—Identification Badges/Award Insignia
Chapter 11—Special Uniform Situations
Chapter 12—Civilian Clothing

The introduction of *Uniform Regs* discusses the manual's arrangement and numbering system for paragraphs and pages. The system is "user friendly"; however, taking a few minutes to

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acquaint yourself with the system will make using the manual much easier.

UNIFORM BOARD

The Chief of Naval Operations charged the Navy Uniform Board to review Navy uniform matters on a continuous basis. The board uses the following specific qualitative factors, applicable to all uniforms, to evaluate the suitability of current uniforms and those proposed for replacement:

- Versatility—Flexibility and adaptability for the following:
  - — Number of personnel wearing uniforms
  - — Varied climates
- Safety—The ability to protect and not present a hazard to personnel
- Ease of maintenance—Laundering, cleaning, upkeep, and tailoring requirements
- Storage—Amount of space required for stowage
- Cost—Purchase price and maintenance costs
- Durability—Ability to present a neat appearance over a long time
- Tradition—Historical acceptance and longevity within the naval service
- Recognition—The ease with which observers recognize the uniform and the members' rank
- Military appearance—How well the uniform displays a smart, crisp image
- Contemporary appearance—Attitude of military members toward the uniform
- Comfort—Perceived physical satisfaction during wear
- Fashion appeal—How well uniform relates to contemporary fashion design

The Navy Uniform Board continually reviews the uniform situation in the Navy. In its review, the board considers significant changes in styles, technical improvements in fabrics, problems reported by field commanders, and wearers' views. The Board conducts periodic surveys throughout the Navy.

Any change in uniforms is a major task. Uniform issues to about 100,000 recruits accounts for 85 percent of the annual usage of uniforms. The Navy needs about 4 years of planning to effect any change in uniforms to ensure personnel have adequate time to wear out existing uniforms.

UNIFORM IRREGULARITIES

The following is a list of area coordinators who prescribe uniform policy within the geographic limits of their assigned area:

AREA COORDINATORS

CNET, Pensacola, Fla.
COMNAVRESFOR, New Orleans, La.
COMNAVDIST, Washington, D.C.
COMPATWINGSLANT, Brunswick, Maine
COMSUBGRU TWO, Groton, Conn.
COMNAVBASE, Philadelphia, Pa.
COMNAVBASE, Norfolk, Va.
COMNAVBASE, Charleston, S.C.
COMNAVBASE, San Diego, Calif.
COMNAVBASE, San Francisco, Calif.
COMNAVBASE, Pearl Harbor, Hawaii
COMNAVBASE, Seattle, Wash.

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COMHELWINGSLANT, Jacksonville, Fla.
COMNAVAIRLANT, Norfolk, Va.
COMFAIRCARIB, Roosevelt Roads, P.R.
NAVFAC, Argentia, Newfoundland
COMNAVFORJAPAN, Yokosuka, Japan
COMNAVFORKOREA, Seoul, Korea
COMNAVMARIANAS, Guam
COMUSNAVPHIL, Subic Bay, R.P.
COMFAIRMED, Naples, Italy
COMNAVACT, London, U.K.
CNATRA, Corpus Christi, Tex.
CNTECHTRA, Millington, Tenn.
NTC, Great Lakes, Ill.
NAVRESREDCOM, Reg. 16, Minneapolis, Minn.
NAVRESREDCOM, Reg. 18, Olathe, Kans.
NAVSUPPFAC, Diego Garcia
COMUSNAVCENT, Pearl Harbor, Hawaii
COMUSNAVSO, Fort Amador, Panama

Area coordinators must prescribe suitable uniforms for ship, shore, dress, and work. Each area should consider its unique work environments, tenant commands and missions, climatic conditions, geographic location, and public exposure. Generally, only one uniform of the day is authorized for wear at a given time and location. All military personnel on naval shore activities must wear either the uniform of the day or appropriate civilian attire as prescribed by the activity's area coordinator. Military and civilian attire must present a neatly groomed and socially acceptable appearance. When warranted by local circumstances, the prescribing authority may prescribe an alternate uniform. In that case, the prescribing authority should prescribe only the minimum number of uniforms to meet local conditions. Area coordinators prescribe specific uniforms for functions involving the civilian community. Local commands may address special uniform requirements to the prescribing authority if a waiver is necessary.

Each area coordinator publishes uniform guidelines in an instruction. Since guidelines must have the enforceability of an order, coordinators must send their recommendations to the cognizant judge advocate for review. Area coordinators send a copy of their instruction to Commander, Naval Military Personnel Command (NMPC-04), Navy Department, Washington, D.C. 20370.

Travel uniforms are often confusing to military members who travel on temporary assignments outside of their geographical area. The following information should help you answer their questions and steer them in the right direction:

- GENERAL. When traveling on leave, temporary assigned duty (TAD), or transfer, members may wear the service dress blue uniform during any season of the year.

- WITHIN AN AREA. When traveling within an area, members may wear either the uniform of the day as prescribed for their designation or the service dress blue uniform for the entire trip.

- BETWEEN AREAS. When traveling between areas, members may wear either the uniform of the day as prescribed for their destination or the service dress blue uniform for the entire trip.

- WORK UNIFORMS. Members normally do not wear working uniforms for official travel, but area coordinators may authorize working uniforms in specific geographic areas or in situations warranted by local conditions.

- GOVERNMENT TRANSPORTATION. Navy personnel in a duty, leave, or liberty status will wear an appropriate uniform when traveling in any DOD-owned or -controlled aircraft unless civilian attire is authorized. Civilian attire may be authorized for local extenuating circumstances,

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for political or personal safety reasons, or as required by the *USAF Foreign Clearance Guide*. For travel in the United States, Navy personnel using a commercial mode of transportation may wear an appropriate uniform or civilian clothing.

- COMMUTING. The prescribing authority may authorize wearing of a working uniform for commuting to and from work. The definition of commuting is a direct route from place of residence to place of work by a private vehicle. Members are not authorized to stop en route while commuting in a working uniform.

Hopefully, you now understand the reasons for uniform irregularities between ships, stations, and geographical areas.

SUMMARY

This chapter discussed the *United States Navy Uniform Regulations*, the Uniform Board, and the uniform irregularities that occur throughout the Navy. You should use this information to inform your command members about uniform matters and enforce the Navy uniform regulations.

REFERENCES

United States Navy Uniform Regulations, NAVPERS 15665G, Bureau of Naval Personnel, Washington, D.C., 1987.

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CHAPTER 13

THE NAVAL RESERVE

As the command master chief, you will interrelate with many Naval reservists. This chapter will help you in managing them and being sure they support your efforts in "training with the gaining command." The pages that follow will not make an expert out of you on Reserve affairs, but they provide necessary tools to help you and your command solve most problems that may occur while the reservist is training. Remember your command is where the reservists are going to show up upon mobilization; therefore, it is important that you effectively manage them. Please use the information provided to help you maintain strong liaison with your Reserve unit and the Naval Reserve Force.

--HMCM Jeff Brody
U.S. Naval Reserve Force
FM/C

The key to successful Naval Reserve Force mobilization readiness is highly qualified and motivated personnel. Command master chiefs (CM/Cs), as an integral part of the overall command training and retention effort, will do a better job administering and advising Naval Reserve personnel if they have a working knowledge of available programs and policies. This chapter provides CM/Cs with general information on Naval Reserve programs and the reference materials necessary to provide them with current data on these programs. All CM/Cs, both Regular Navy and Naval Reserve, should become familiar with Naval Reserve programs.

ENLISTMENT AND AFFILIATION

The following information covers Naval Reserve enlistment programs, affiliation, participation of retired personnel, key employees, and high-year tenure (HYT).

NAVAL RESERVE ENLISTMENT PROGRAMS

The Naval Reserve includes members with various statutory or contractual obligations and agreements. Naval reservists are given assignments to programs and units of the Naval Reserve consistent with their background, experience, and training. Naval Reserve enlistment programs are as follows.

Active Mariner (3X8) Mandatory Obligor Program

All personnel enlisted into the Naval Reserve under the 3X8 Program receive assignments to the proper training and pay group upon release from active duty. Such members must complete a total

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of 72 months' satisfactory service. Upon completion of this requirement, they may, upon written request, transfer to the Individual Ready Reserve (IRR).

The following are the only personnel exempt from a drilling obligation:

- Members released from active duty in paygrades E-1 and E-2.
- Members who extended their active-duty period and completed 4 years of active service. Members released within 90 days of the 4-year requirement are considered to have completed the active-duty period.
- Members awarded a disqualifying reenlistment code.
- Members living outside a reasonable commuting distance.

Sea and Air Mariner (SAM) Program

The Sea and Air Mariner (SAM) Program provides the Naval Reserve with individuals trained in specific ratings with long-term drilling obligations. Of their total 8-year enlistment period, these reservists serve 6 years as mandatory drillers assigned to squadrons, ships, and units of the Naval Reserve. They may request to serve their remaining 2 years as members of the IRR.

The Naval Reserve has direct responsibility for recruitment of personnel into the SAM Program. Since it is a nonprior service mandatory drilling program, applicants with previous military service with more than 180 days of active duty are not eligible for enlistment.

Training and Administration of the Reserve (TAR) Program

All nonprior service personnel enlisted in the Naval Reserve under the Training and Administration of the Reserve (TAR) Program have 8-year obligations. TAR personnel serve a minimum of 48 months of active duty in support of training and administering the Naval Reserve. They serve the remainder of their service obligation on inactive duty.

Advanced Pay Grade (APG) Program

All persons enlisted in the Naval Reserve Advanced Pay Grade (APG) Program have a temporary advancement and must complete prescribed requirements for permanent advancement.

Nonprior service personnel who enlisted on or after 1 June 1984 incur an 8-year military service obligation (MSO). Such personnel incur a mandatory drilling obligation and must maintain satisfactory participation as members of the selected Reserves (SELRES) for a minimum of 6 years. They may serve the duration of their reenlistment either in the SELRES or the IRR.

Former Regular Navy Members

Members of the Regular Navy who separate from active duty and transfer to the Naval Reserve serve the remainder of their MSO in the IRR. As members of the IRR, they have two important obligations. These include advising the Commanding Officer, Naval Reserve Personnel Center (NRPC), of their current address and making timely replies to all official correspondence. These members may either extend their Regular Navy contract, affiliate for the remainder of their Regular Navy contract, or enlist or reenlist in the Naval Reserve.

Interservice Transfer

Members of another component who receive approval by that service may enlist in the Naval Reserve. However, they must enlist for a period that allows them to complete the training

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requirements and service obligation incurred by their original contract.

Personnel Who Have Completed Their MSO

Personnel who have completed their MSO may enlist, reenlist, or extend in the Naval Reserve. Enlistment, reenlistment, or extension shall be in the Ready Reserve.

AFFILIATION

Affiliation in a Naval Reserve unit involves the following steps or procedures:

- Orders. Naval reservists receive individual orders to perform inactive-duty training. Activity commanding officers have the authority to issue drill pay or nonpay orders for inactive-duty training in Naval Reserve units.

- Service records. Activity commanding officers request that NRPC forward the service records of members whose current naval status is not affiliated with another Naval Reserve unit. Requests must include the mailing address and activity processing code of the unit and a copy of the individual's orders marked with SERVICE RECORD REQUEST in bold print.

- Billet assignment. When possible, Naval reservists receive assignments to mobilization billets that exactly match their rating; paygrade; and if applicable, specialized skills, such as Navy Enlisted Classifications (NECs). Since all assignments depend on unit manning priorities, acceptable substitutions are made when an exact match is not available.

PARTICIPATION OF RETIRED PERSONNEL

Retired personnel and Fleet Reserve enlisted personnel may participate on a voluntary basis with Naval Reserve units. They may participate with all units except Naval Reserve Force ships, Reserve Force Squadrons, units that regularly embark for underway or flight operations, and units that require access to sensitive information. These people receive assignments to units where, in the opinion of the order issuing authority, their services materially lend to the mission of that program. Orders shall not exceed 12 months at a time, and extensions are only made in 12-month increments. The approving authority can cancel orders at any time. Such personnel are not an integral part of the unit. Therefore, they do not receive assignments within allowances, and no account of them is made on personnel and administrative reports.

KEY EMPLOYEES

Ready Reserve members employed in key positions with the federal, state, or local government or with defense-supporting industries may transfer to the Standby Reserve-Active. These "key" employees may affiliate and earn retirement points in a nonpay status in Voluntary Training Units or earn retirement points through completion of appropriate correspondence courses.

HIGH-YEAR TENURE (HYT)

Personnel desiring to serve past their high-year tenure (HYT) gates must request a waiver based on OPNAVINST 1160.7A.

THE NAVAL RESERVE RETENTION PROGRAM

The Naval Reserve Retention Program encourages strong participation at every level of the chain of command. This participation not only strengthens and reenforces the local chain of command, but also encourages the chain of command to take a greater interest in the career

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intentions and needs of Naval Reserve personnel. The Naval Reserve Retention Program has the following goals and objectives:

- Use the chain of command to the maximum extent possible to aid in the retention of qualified personnel.
- Issue current and necessary information about Navy programs and opportunities to the entire Naval Reserve Force.
- Monitor losses and reenlistment percentages on a frequent basis to evaluate retention efforts properly.
- Have on board at least one graduate of the 2-week Naval Reserve Career Information Course located at the Naval Support Activity, New Orleans, Louisiana, or the 4-week Navy Career Information and Counseling Course located at Fleet Training Centers in Norfolk, Virginia, and San Diego, California.
- Provide meaningful and challenging assignments and duties to Naval Reserve personnel.
- Provide productive and useful training, leading to a high level of readiness and preparation for advancement in rate.
- Be sure people receive proper recognition for performance well done.
- Provide the chain of command help in counseling for professional growth and development, overcoming civilian job conflicts, and career planning and goal setting.
- Be sure collateral duty career counselors or command career counselors receive the means necessary to conduct a strong retention program. These means include office space, long distance telephone access, administrative support, and training periods.

As the CM/C you must help other members of the chain of command and the command retention team foster career awareness by personal example and active participation in the command's retention efforts. Your other retention tasks include the following:

- Encourage senior divisional petty officers and chief petty officers to promote retention programs actively and stress the values of continued Naval Reserve service.
- Aid the chain of command, collateral duty career counselor, or command career counselor in troubleshooting career and assignment problems of members of the command.
- Be knowledgeable of retention programs and policies, and maintain skill in personal counseling.
- Be aware of, and actively participate in, the attainment of retention objectives and goals.
- Keep the collateral duty career counselor or command career counselor informed of any matters or policies that may arise out of special conferences, meetings, and seminars that may affect retention.

MOBILIZATION

The Naval Reserve serves as the primary source of forces and personnel by which the Navy expands beyond its active-force capability. The

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degree of expansion required depends on the nature of the crisis or emergency. It ranges from selective mobilization of a few individuals to total mobilization—expansion beyond the present active and Reserve force structure. The Navy's mobilization assets consist of the Ready Reserve (both SELRES and IRR members), Standby Reserve, Fleet Reserve, and Retired Reserve.

Naval reservists receive orders to active duty by the President of the United States or the United States Congress under the following contingencies:

- Presidential recall authority. Based on U.S. Code 673b, allows for recall of up to 200,000 SELRES for an operational mission, up to 90 days in duration, with an additional 90 days if necessary.

- Selective mobilization. Requires the expansion of the active-duty Navy by mobilization of Naval Reserve units or individual Ready reservists to satisfy an emergency domestic requirement.

- Partial mobilization. Requires the expansion of the active-duty Navy by mobilization of Naval Reserve units or individual Ready reservists. This mobilization meets all or part of the requirements incident to hostilities or heightened tension (war or external threat to national security).

- Full mobilization. Requires the expansion of the active-duty Navy by mobilization of all units and all required individual Ready reservists. This mobilization meets the existing approved Navy force structure and material resource requirements for a war or a national emergency involving a threat to national security.

- Total mobilization. Requires expansion of the active-duty Navy by mobilization of all required members of the Naval Reserve, including Retired Reserve and Fleet Reserve personnel. Requires the organization or activation of additional units beyond the existing approved Navy force structure in response to requirements beyond that structure.

- Alert and notification. Requires the notification of those Naval reservists concerned in a mobilization before public release of such information. Ready Reserve members may receive as little as 24 hours alert before mobilization if circumstances so dictate. With the support of the Enlisted Personnel Management Center, NRPC assigns inactive-duty personnel to mobilization billets and prepares active-duty orders for individual mobilization. Most SELRES units are set primarily to receive training and mobilization as in-tact units. The command holding the affected unit's enlisted personnel service records prepares and issues active-duty orders for unit mobilization.

NAVAL SURFACE RESERVE TRAINING

Successful mobilization depends on the proper development and attainment of a program of training for Naval Reserve personnel. The Reserve Billet Training Plan (RBTP) provides the development of training while the Surface Training Series (STS) provides actual training.

RESERVE BILLET TRAINING PLAN (RBTP)

For personnel to function to their fullest capacity in time of mobilization, they must have a training plan that adequately describes the requirements of their assigned billets. Naval Surface RBTPs describe these assigned billet requirements as follows:

- Primary responsibility. Briefly describes the main purpose for the billet. An example would be "maintains and repairs ship's electronic equipment."

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- Specific duty. Lists the equipment the individual is to operate, maintain, and repair; watch stations; and other duties, such as cleaning stations and supervisory positions.

- Qualification objectives. Lists the NECs, the required courses of instruction needed to qualify for those NECs, and the number of days the instruction should take.

SURFACE TRAINING SERIES (STS)

STS is a comprehensive program of training courseware designed to provide standardized curricula. It is designed for delivery at the local Surface Reserve activity by activity personnel. The *Surface Training Guide* (STS 000-0000B) provides specific details on more than 300 training support items. The STS includes the following major parts:

- Qualification Study Packages (QSP). These packages consist of training courseware such as instructor guides, student guides, and supporting media. The courseware is developed to provide standardized instruction in the fundamentals, systems, and watch stations of corresponding personnel qualification standards (PQS). QSPs provide the prerequisite knowledge for individuals pursuing watch-station qualification. Actual qualification for a particular watch station remains dependent on an individual's operational proficiency as determined by the gaining (mobilization) command.

- On-Board Training (OBT). OBT is an individualized NEC refresher training program. It uses organic training site equipment and provides standardized student and advisor courseware. The individual's mobilization platform is the site for conducting training. NEC-qualified personnel provide instruction and guidance, as well as a self-study workbook for use at home.

- Modularized NEC Training Courses (Course Modularization). These courses are an NEC-awarding training method. They use complete Navy "C" school curricula broken into modules to aid completion and qualification by Naval reservists. These courses normally last from 10 to 47 days and are taught in Navy schools by Regular Navy instructors.

- Exportable training. These standard Navy courses of instruction are delivered to the local Readiness or Reserve Center by qualified instructors from Naval Education and Training Command schoolhouses who are experts in the field of study. This training method allows a minimal use of funds, while it provides high-quality instruction in professional and rate training. Exportable training courses require little or no hardware.

- Civilian-assisted training. A very flexible delivery system, this method provides expert instruction at moderate cost. Training is held at civilian schools (community colleges, vocational-technical schools, hospitals, etc.). Readiness or Reserve Centers use standard Navy curricula or the individual institution's own curricula and equipment.

- Navy schools. Navy "A," "C," and "F" schools are available for required NEC training, professional training, and team training.

- Shipboard simulator (SBS) training. Hands-on, part-task training and limited team training are available at 35 sites throughout the nation. Using professional instructors and standardized curricula and hardware, SBS training is directed toward shipboard ratings.

- Slide tape training programs. A comprehensive package, this program provides slide and audio tape, video tape, and instructor guides to support mobilization, professional, and in-rate

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training. Individual or groups may use these courses.

- Train the trainer (TTT). Presented under current directives and regulations, this training initiative provides training for personnel who control and operate the STS at all levels of the Naval Reserve. It trains the "trainers." The TTT courses also provide training to improve the leadership knowledge and performance skills of personnel serving in Naval Reserve leadership and management positions. The multilevel management modules are written in the standardized Instructional Systems Development format. The formal courses of instruction contain both instructor and student guides.

- Electronic Information Delivery System/ Interactive Video Disc (IVD) Training Programs. An individual learning program, this delivery system uses Readiness and Reserve Center IVD hardware. While providing software designed to instruct the student in operational procedures, this program provides immediate testing and feedback, and simulates "hands-on" operations.

NAVAL AIR RESERVE TRAINING

The *Aviation Master Training Manual* (COMNAVRESFORINST 1500.5A) details all aspects of the Naval Air Reserve Aviation Training Program. The program has a two-prong approach:

- Reserve Training Track (R-TRACK) Program. The R-TRACK Program identifies the minimum training required for an individual to become billet qualified. The program encompasses both active-duty reservists and SELRES. Each R-TRACK is set up to meet the requirements of a specific billet; it lists all primary and alternate training courses. R-TRACKS are conducted in four phases. Each phase has a weight factor, with a basic time (in weeks) to complete the training. Phases receive a fixed factor for instructors to use in determining percentage of billet qualification completion. The percentage is computer-generated. Each individual training requirement has a percentage on the training plan. (100 percent completion of the training requirements completes the training plan.)

- Aviation Training Improvement Program (ATIP). The ATIP maintains question banks that cover every aircraft in the Navy inventory. Writers use questions from these banks to develop exams that test all aspects of naval aviation maintenance. All E-1 through E-7 aviation maintenance personnel and E-8s and E-9s assigned to E-7 and below maintenance billets must take an ATIP test annually. Problems identified through the annual ATIP test may result in the prescribing of remedial training and follow-on testing. Usually ATIP coordinators obtain the ATIP data bases and training materials directly from regular fleet activities. Therefore, testing and the subsequent use of training materials are the same for reservists as for their active-duty counterparts.

The ATIP approach enhances Naval Air Reserve Aviation Training by making the best use of drill periods. Gearing of all training is toward mobilization billet requirements.

DRILL PARTICIPATION AND TRAINING REQUIREMENTS

A drill is a period of inactive-duty training conducted to enhance the participating Naval reservists' readiness for mobilization. The Navy conducts the following types of drills; reservists may take part in either a pay or nonpay status:

- Regular drill. Performed per a published schedule, these are drills set up in advance by the

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unit commanding officer to meet the training and administrative requirements of the unit. The training/pay category prescribes the number of regular drills per fiscal year. Satisfactory participation requirements depend only upon regular drills.

- Rescheduled drill. These are regular drills performed on an individual basis that deviate from the published unit drill schedule. These drills accomplish a specific training requirement in direct support of the mobilization mission of the unit.

- Equivalent training (ET) drill. These are drills performed on an individual basis, as directed by the unit commanding officer, to accommodate an excused absence from a regular or rescheduled drill for personal reasons.

- Additional drill. These are drills authorized for specific programs and units to provide reservists the opportunity to get readiness training that cannot be had within the normal 48 drills per fiscal year schedule.

DRILL REQUIREMENTS

The minimum duration of any drill is 4 hours. The maximum duration of a drill is whatever time is necessary to accomplish the desired training/mission within a 24-hour period.

DRILL LIMITATIONS

No one may perform more than two drills in 1 day. SELRES are not to perform more than 16 regular drills in a pay status in any quarter of the fiscal year. A reservist may not receive pay for more than 48 regular drills per fiscal year. However, COMNAVRESFOR may authorize additional training periods to meet or maintain mobilization requirements. Reservists may perform only four ET drills in 1 fiscal year in a pay status. Although reservists must perform any subsequent ET drills in a nonpay status, these drills will count toward their satisfying the participation requirement.

ANNUAL TRAINING (AT)/ ACTIVE-DUTY TRAINING (ADT)

AT and ADT are limited periods of active-duty training. Reservists who take part in this training automatically reverse to an inactive-duty status upon completion of the specified period of training. Reservists perform AT annually and ADT as additional special training. Members must meet AT requirements on a fiscal year basis to meet the requirement for satisfactory participation in the SELRES. AT performed in any portion of 2 fiscal years satisfies the requirement for either fiscal year; however, retirement point credit applies only to the anniversary year in which it is earned. A selected reservist must perform AT as scheduled or be considered an unsatisfactory performer, unless the AT is waived by competent authority. Reservists released prematurely from AT through no fault of their own consequently do not perform a minimum 12-14 days of AT in that fiscal year. However, these reservists still satisfy the AT requirement. To require performance of 1 or 2 days of AT simply to satisfy the requirement day-for-day helps neither the Naval Reserve nor the member. Members of the IRR ordered to AT must perform 1 day of involuntary AT for screening.

Except as follows, all members of the SELRES shall be scheduled for AT with pay once each fiscal year:

- Mandatory drillers are exempt from an AT requirement during the fiscal year of release from active duty or initial AT.

- Nonmandatory drillers are exempt from an AT requirement during the fiscal year they affiliate.

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PAY AND ALLOWANCES

Naval reservists are entitled to pay and allowances as follows:

Inactive-duty training (drill)

- Basic pay. One-thirtieth of the monthly basic pay in effect for their paygrade and length of service for each drill.
- Incentive pay. One-thirtieth of the monthly incentive pay in effect for each drill if the drill includes the performance of hazardous duty under competent orders.
- Special pay. No entitlement to special pay.

AT/ADT with pay

- Basic pay. As determined by their orders, basic pay in effect for their paygrade and length of service.
- Special and incentive pay. As determined by their orders and the policies in effect at the command to which they are reporting for duty.
- Quarters. As determined by their dependency status.
- Variable Housing Allowance (VHA). As a member of a component called (or ordered) to active duty, the rate prescribed for the active-duty location; pay begins on the 141st day of the active duty. As a reservist serving a short tour of active duty or less than 140 days, no entitlement to VHA.
- Subsistence. As determined by the activity to which the member is reporting for duty.
- Sea pay. As prescribed for AT/ADT at designated ships and units.
- Travel pay. As determined by the order-writing authority.
- Outside CONUS allowances. As determined by the activity to which they are reporting for duty.
- Per diem. As prescribed for reservists scheduled for a minimum of 5 continuous days of AT/ADT at sites where government quarters and messing facilities are not available.

AT/ADT without pay

- Quarters. As determined by their dependency status.
- Subsistence. As determined by the activity to which they are reporting for duty.
- Travel pay. As determined by the order-writing activity.

MILITARY EXCHANGE AND COMMISSARY PRIVILEGES

Military exchange and commissary privileges are two of the reservists valuable benefits. Requirements for and details of these privileges are as follows.

MILITARY EXCHANGE PRIVILEGES

Unlimited use of military exchange privileges is authorized for drilling members of the Ready Reserve who are currently participating in regularly scheduled drills (pay and nonpay). The authorized exchange privilege for these reservists is on the basis of 1 day of exchange privilege for

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each period of inactive-duty training (drill) performed.

Authorization and Identification

Effective 1 July 1976, members of SELRES use the red identification card (DD 2 RES) and the Naval Reserve Earnings Statement or ES (NAVFINCEN 7220/350 [3C]) as their identification for exchange privileges. Members of the Ready Reserve in a nonpay status use an Exchange Privilege Authorization Letter instead of the ES.

Naval Reserve Dependents

Dependents of members of the Reserve components are authorized unlimited exchange shopping privileges as earned by the sponsor. The dependent must present the sponsor's ES or authorization letter along with a Dependent ID Card, valid driver's license, or other acceptable identification that verifies the dependent relationship.

While on AT/ADT

DOD Directive 1330.9 (*Armed Service Exchange Regulations*) sets forth the entitlement of unlimited exchange privileges to Naval reservists performing AT/ADT and their eligible dependents. Instead of identification cards, eligible members identify themselves by a letter or by an endorsement on the reverse side of individual copies of AT orders. The Reserve activity's commanding officer or the receiving activity's commanding officer provides the endorsement.

COMMISSARY PRIVILEGE ENTITLEMENTS

Military commissary privileges by reservists is different from military exchange privileges. Current entitlements are as follows.

While on AT/ADT

Effective 1 January 1990, all Naval reservists and their dependents have authority to use military commissaries during the inclusive period of AT/ADT. Reservists have no entitlement for commissary use while performing nonpay AT/ADT.

Entitlement Based on SELRES Participation

In addition to the commissary entitlements while performing AT/ADT, all SELRES who are in a satisfactory status have entitlement to 12 additional days of commissary privileges during each calendar year. These benefits are for use by members or their authorized dependents.

DEPENDENT IDENTIFICATION (ID) CARDS

Naval reservists' dependents are authorized various military privileges. The methods and procedures for issuing and identifying these persons are as follows.

When to issue. The Naval Reserve Forces Dependent ID Card, NAVPERS 5512/7, is issuable to dependents of Naval Reserve personnel in an authorized drill status. The NAVPERS 5512/7 is issued to a spouse or other responsible dependents 10 years of age or older only upon request by the reservist.

Issuance responsibility. Reservists will start action by contacting their servicing personnel office/PSD.

SUMMARY

This chapter provides general information on Naval Reserve programs and reference materials that provide current data on these programs. As

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CM/Cs, both Regular Navy and Naval Reserve, you should become familiar with these programs and reference materials. Regular Navy CM/Cs should encourage personnel leaving the Regular Navy to continue their naval service through the Naval Reserve.

DIRECTORY OF NMPC, COMNAVRESFOR, AND NRPC NAVAL RESERVE PROGRAMS

Commander, Naval Military Personnel Command
(NMPC-9XX)
Navy Department
Washington, D.C. 20370-5000
AUTOVON: 286-(XXXX)
Commercial: 202-746-(XXXX)

Office	Title	Extension
9	Director, Naval Reserve Personnel Management Department	6400
9B1	Naval Reserve Administration Management Branch	6402
913	Enlisted Personnel Administration	6416
92	Resource Management Division	6425
932	Enlisted Advancements Branch	6440

Commander, Naval Reserve Force
(Code XXX)
4400 Dauphine Street
New Orleans, LA 70146-5000
AUTOVON: 363-(XXXX)
Commercial: 504-948-(XXXX)/504-942-(6XXX)

Office	Title	Extension
001	Force Master Chief	5293
002	Inspector General/Hotline	1468
003	Judge Advocate General	5303
004	Public Affairs	6055
005A	General Safety/ NAVOSH	5100
006	Force Medical	1089
008	Force Chaplain	6445
009	Human Resources/DAPA/ Physical Readiness Program	1342
009E	Retention Programs	1960
01A	Administrative and Management Services	1190
02	Manpower	5144
02A	Manning Control Authority	6676
21	Strength Plans/Community Management	6147
22	Reserve Personnel Administration	6132
222	Bonus/Incentives Section	6133
221	SAM Programs	5067
24	Billet Requirements and Authorizations	5597
26	AT/ADT/IDTT Services	1443
04	Plans	1994
06	Financial Management	5923

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Office	Title	Extension
07	Logistics	1095
08	Facilities	5354
10	Information Systems/ADP	504-254-7702

Commanding Officer
Naval Reserve Personnel Center
(Code XXX)
4400 Dauphine Street
New Orleans, LA 70149-7800

AUTOVON: 363-(XXXX)
Commercial: 504-948-(XXXX)/504-942-(6XXX)

Office	Title	Extension
10	Mobilization and Personnel Individual Management Team Training Branch	5857
11	Mobilization Division	5453
11M	IRR Musters	1786
12	IRR Counseling	5857
123	IRR Training	5752
21	Drill Accreditation	6184
24	Drilling Reserve Customer Service	5536
25	Retirements and Separation	5535
4013	Health/Dental Record Maintenance	6747
41	Fleet Reserve/Retired Personnel	1832
416	Reserve Component Survivor Benefit Plan	1836
421	Transfers/Receipts	6749

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Administrative Procedures for Selected Reservists on Inactive Duty, BUPERSINST 1001.39, Office of the Chief of Naval Personnel, Washington, D.C., 1989.

Aviation Master Training Manual, COMNAVAIRESFORINST 1500.1A, Office of the Commander Naval Air Reserve Force, New Orleans, La., 1986.

Naval Reserve Force Retention Plan, COMNAVRESFORINST 1040.1 (series), Office of the Commander Naval Reserve Force, New Orleans, La., 1986.

Reenlistment Quality Control Program for Drilling Enlisted Naval Reservists, OPNAVINST 1160.7A, Office of the Chief of Naval Operations, Washington, D.C., 1989.

Reserve Billet Training Plan, COMNAVSURFRESFORINST 1500.1B, Office of the Commander Naval Surface Reserve Force, New Orleans, La., 1989.

Retention Team Manual, NAVPERS 15878G, Office of the Chief of Naval Personnel, Washington, D.C., 1984.

Surface Master Training Plan, COMNAVSURFRESFORINST 3502.1, Office of the Commander Naval Surface Reserve Force, New Orleans, La., 1986.

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